



VIGILANCE PLAN 2022



ONE AMBITION

Imagining the sustainable
airport of tomorrow



ONE GROUP

Building a global, integrated
and responsible group



SHARED DYNAMICS

Innovating, supporting
and empowering



OUR GROUP VALUES:

Responsibility and Hospitality.

OUR PURPOSE:

“Welcome passengers, operate and imagine airports,
in a responsible way and all around the world.”

OUR 2022-2025 ROADMAP:

Hospitality, always at the heart of a multimodal connection hub,
designed and operated sustainably to the benefit of the city
and the regions, by a multi-location group that relies on each of
its employees.



Under the law of 27 March 2017, known as the "Potier Law", on the duty of vigilance of parent and instructing undertakings with respect to their supply chains, any instructing public limited company whose registered office is located on French territory and which employs more than 5,000 employees¹ (including subsidiaries), as is the case for Groupe ADP, must implement a plan that includes "reasonable due diligence measures such as to identify risks and prevent serious violations of human rights² and fundamental freedoms, as well as serious harm to the health and safety of people and the environment" that may be caused by the activities of the Group and/or those of the subcontractors and suppliers with whom it has an established business relationship.

In accordance with the provisions of this law, Groupe ADP's vigilance plan is updated annually and included in the Group's Universal Registration Document.

This document, which includes a presentation of the Group and illustrations of sometimes very technical matters, is intended to facilitate understanding, monitoring and communication by the Group of its duty of vigilance, as well as the continuous improvement process to which it subscribes.

READING KEYS

- ◆ "ADP SA" or "Aéroports de Paris" = Parent company of Groupe ADP.
- ◆ **Groupe ADP** = ADP and its subsidiaries.
- ◆ **Consolidated Groupe ADP.**
- ◆ **Airports for Trust** = 23 signatory airports, of which 19 are controlled by Groupe ADP and 4 are minority-owned.

¹ 10,000 employees for companies with registered offices abroad.

² The notion of Human Rights used in this document also includes fundamental freedoms and health and safety.

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GROUPE ADP, THE WORLD'S LEADING AIRPORT GROUP

As of 31 December 2022, all activities and subsidiaries combined, Groupe ADP is active in nearly 125 airports worldwide, including 27 airports under management or concession contracts (in Europe, Asia, Africa and the Americas).



Groupe ADP designs, develops and operates several airports in Paris (including Paris-Charles de Gaulle, Paris-Orly, Paris-le Bourget) and worldwide.

THE GROUP'S PURPOSE

"Welcome passengers, operate and design airports, in a responsible way and all around the world" and the Group's values of **"Responsibility and Hospitality"**, set out the company's objectives in terms of welcoming passengers, operational excellence, infrastructure design and innovation, as well as its responsibility towards environmental, social and societal issues, both in Paris and internationally.

GROUPE ADP'S MAIN ACTIVITIES WORLDWIDE



Argentina, Austria, Bahrain, Belgium, Bermuda (UK), Bolivia, Botswana, Brazil, Chile, China, Costa Rica, Croatia, Cuba, Czech Republic, Djibouti, Egypt, Ethiopia, France, French Guiana, French Polynesia, Georgia, Germany, Greece, Guinea, Haiti, Hong Kong, Hungary, India, Indonesia, Iraq, Ireland, Jordan, Kazakhstan, Kenya, Latvia, Luxembourg, Macedonia, Madagascar, Mali, Mauritius, Mexico, Montenegro, Netherlands, New Caledonia, Panama, Philippines, Portugal, Qatar, Romania, Saudi Arabia, Senegal, Spain, Switzerland, Taiwan, Tanzania, Thailand, Tunisia, Türkiye, United Arab Emirates, United Kingdom, United States, Vietnam.

OUR CODE OF CONDUCT

Global and united, around the values of hospitality and responsibility



A united **airport community**

Groupe ADP undertakes to make commitments that go beyond its core scope of serving passengers

A **professional community** based on responsibility and integrity

Groupe ADP undertakes to be an attractive employer and to promote ethics, compliance and citizen commitment

A **local community** at the heart of our priorities

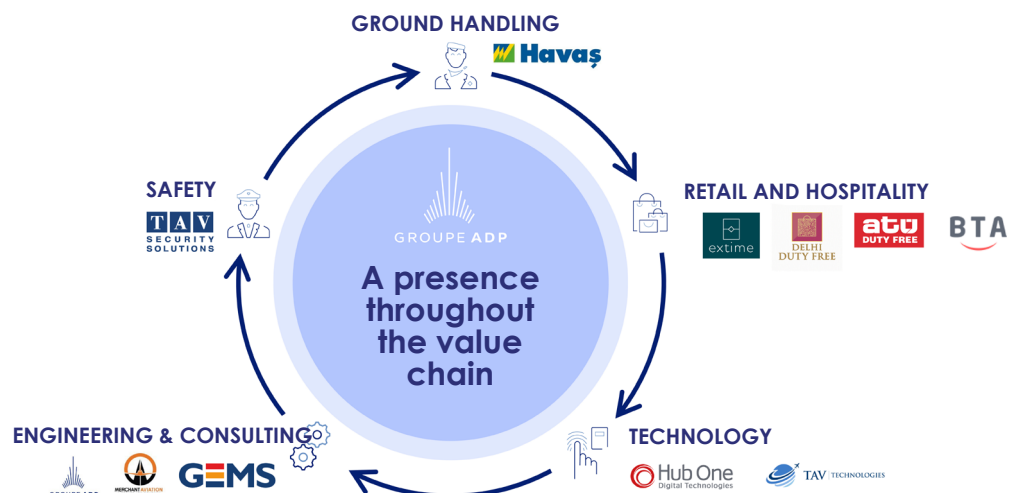
Groupe ADP undertakes to work in favour of the communities

A UNIQUE GROUP MODEL

Groupe ADP is one of the few players in the sector to cover the entire airport value chain.

Its global expertise and targeted approach by market, country and customer type enable it to provide the best response possible to each of its stakeholders' needs.





Groupe ADP's **26,183 employees** work in **more than one hundred different professions**, with renowned knowledge and expertise in a number of key areas including aeronautical engineering and infrastructure, travel retail, real estate, acquisitions and equity investments in assets worldwide.



Airport operations

Activities covering the entire passenger journey (reception, information, ensuring a smooth journey and provision of services), cargo (air freight management) and air transport security measures

- ▶ The airport network
- ▶ Route Development
- ▶ Business aviation
- ▶ Cargo



Retail and Hospitality

Commercial activities (shops, bars and restaurants, car parks, car rental companies, banks and bureaux de change) and joint-venture airport distribution activities (Société de distribution aéroportuaire, Relay@ADP) and catering (Epigo)

- ▶ Extime
- ▶ Paris Aéroport Offer



Real estate

Activities including property to support the growth of the airport ecosystem (cargo hubs, maintenance hangars, runway buildings) and diversified real estate to support integration within the surrounding area (offices, hotels, shops, business premises, warehouses)

- ▶ Airport real estate
- ▶ Diversified real estate



Services: IT and engineering

Information and communication technology services for professionals, consultancy and engineering for airports and aeronautics professionals

- ▶ Airport Services
- ▶ TAV Airports
- ▶ Hub One

GROUPE ADP, PIONEER OF THE SUSTAINABLE AIRPORT MODEL

A NEW GROUP STRATEGY IN 2022 WITH "2025 PIONEERS"³

Air transport has undergone exceptional growth from 100 million passengers per year in 1960 to 4.5 billion passengers in 2019. Today, this industry is at the crossroads of two major world issues:



The Covid-19 pandemic:

the return of traffic to 2019 levels will be gradual, as adapting to a new long-term growth rate is a major challenge and all players will have to adjust their models.



Climate change:

accelerating action to reduce the environmental impact of air transport is our main challenge; all stakeholders in the aeronautics industry are committed to an ambitious roadmap. Commercial aviation has a justified place in a low-carbon world.

The aeronautics sector has turned crises into opportunities. Opportunities that push us to reinvent the model, rather than simply adapt. Through its ADP's 2022-2025 strategic roadmap "2025 Pioneers", Groupe ADP began building the foundations of a new airport model in 2022, with a focus on sustainability and performance, in line with societal and environmental expectations.

As part of this long-term vision, the Group wishes to turn its airports into multimodal and energy hubs that are designed and operated in a sustainable manner:

- ◆ which will no longer be just a place where people board flights, but a place where they can benefit from increased connectivity, offering travellers a choice between different modes of transport (long and short-distance rail, bus, soft mobility, etc.), and where rail-air connections will account for a growing share of the development of Groupe ADP's airports
- ◆ which will host a diverse range of our energy activities and the roll-out of new clean energies: biomass, low-carbon electricity, sustainable aviation fuels, low-carbon hydrogen
- ◆ which will see existing infrastructures strengthened and the capacities of stations and multimodal hubs extended, using new innovative and environmentally-friendly construction methods
- ◆ which will be integrated into a comprehensive urban planning process, by playing a key role in communities' considerations of real estate, energy and mobility issues.

Tomorrow's airport is a hospitality hub...

which is gradually becoming
MULTIMODAL



which is integrated into a comprehensive
TERRITORIAL planning strategy



with **ADVANTAGES**
for airlines



with **SUSTAINABLE** construction
and operational methods



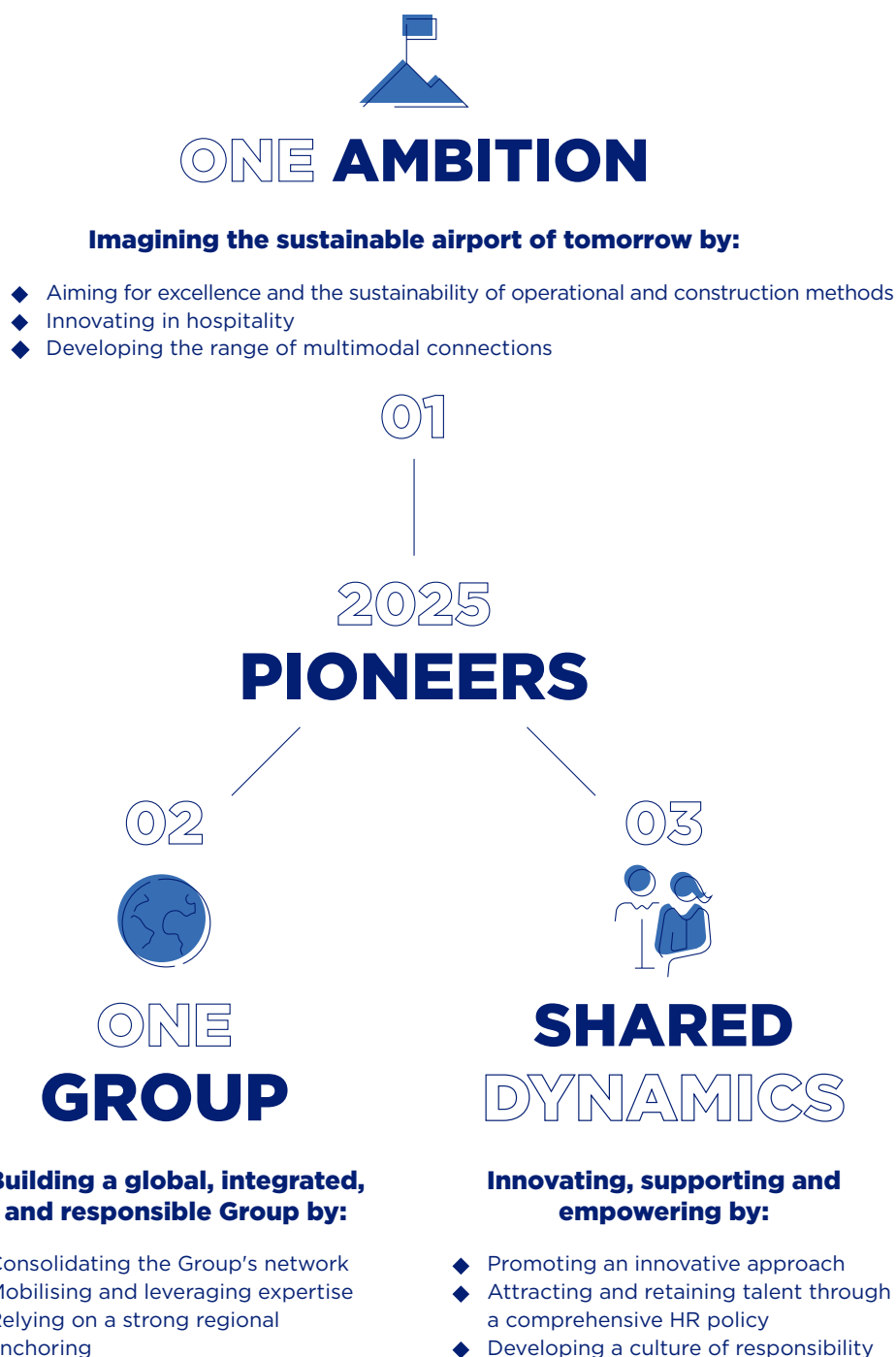
for which **ENERGY** management
is becoming a major priority

³ 2025 Pioneers - Groupe ADP's strategic plan (parisaeroport.fr/en)

Groupe ADP also aims to provide world-class hospitality and smooth journeys for its passenger customers and operational and environmental performance for its airline customers.

Lastly, it is applying a multi-location approach to develop a culture of innovation and responsibility, to benefit the regions in which it operates.

"2025 Pioneers" is a first step in this long-term process of transformation. It sets out the priority actions for the 2022-2025 period and proposes 20 objectives⁴ for 2025, divided into three strategic priorities (see below).



At the heart of the industrial transformation initiated for "2025 Pioneers" is the evolution of airports towards multimodal transport hubs.

⁴ See: [Summary of the objectives / indicators of the 2025 Pioneers strategic roadmap](#) appended hereto.

A LONG-TERM COMMITMENT TO CSR, TAKING ON A NEW DIMENSION WITH “2025 PIONEERS FOR TRUST”

Groupe ADP has long pursued policies and commitments that combine responsibility with competitiveness. The culture of corporate social responsibility is fully aligned with the public service values that constitute the history and DNA of Aéroports de Paris.

A CSR POLICY IN LINE WITH THE GROUP'S HISTORY

30
YEARS
OF SHARED
HISTORY
BETWEEN GROUPE ADP AND CSR



As a signatory of the United Nations Global Compact (since 2003 for ADP SA), Groupe ADP is committed to respecting and ensuring respect for the 10 principles of the Global Compact in its practices and commitments, and in particular in its Code of Ethics and its Supplier CSR Charter.

The 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda have been used to assess Groupe ADP's contribution to global sustainability and help to resolve the most pressing global issues.

In 2018, the Group identified a contribution to 11 of the UN's SDGs (see opposite).

To assess its CSR performance and the relevance of its strategy, Groupe ADP applies international initiatives and standards and is regularly assessed by [non-financial rating agencies](#) (solicited and unsolicited)⁵.

Groupe ADP's commitment to CSR is therefore not new, but with "2025 Pioneers for Trust", its new CSR strategy introduced in 2022, the Group has added a new dimension, in search of a new, more sustainable airport model that balances economic growth, society's expectations and environmental protection.



ENVIRONMENT

Leading the airport's environmental transition and supporting the air transport transition.



REGIONS

Working to make our regions more attractive, for the benefit of everyone - local residents, employees and community of our airports.



2025 PIONEERS FOR TRUST



EMPLOYER

Being an attractive and responsible employer, making our employees the primary stakeholders and beneficiaries of our transformation.



GOVERNANCE

Developing a culture of responsibility and ethics for the benefit of all our stakeholders.

⁵ DJSI every year, Ethifinance every 2 years.



© GMR Airports for Groupe ADP

Environmental, social and societal issues are at the heart of this vision, driven by an accelerated environmental transformation and a new relationship with all our stakeholders, to restore their confidence in the future of the airport sector, a sector that is responsible, low-carbon and exemplary. Responding to these challenges is the aim of "2025 Pioneers for Trust".

With this new strategy, the Group has set itself ambitious targets, with gradual achievements set out from 2025 and a milestone for 2050:

BE A SUSTAINABLE GROUP

Building the sustainable airport of tomorrow is driven by three major challenges – to transform the airport into a multimodal hub, to offer the solution with the lowest carbon impact, whatever the destination, and to strengthen biodiversity across our entire value chain. Our particularly ambitious objective is to work on all of our impacts, both direct and indirect, and become the leading airports in terms of green aviation.

BE A COMMITTED GROUP

Our roadmap is designed to support the development of our employees and the regions in which the Group's airports operate.

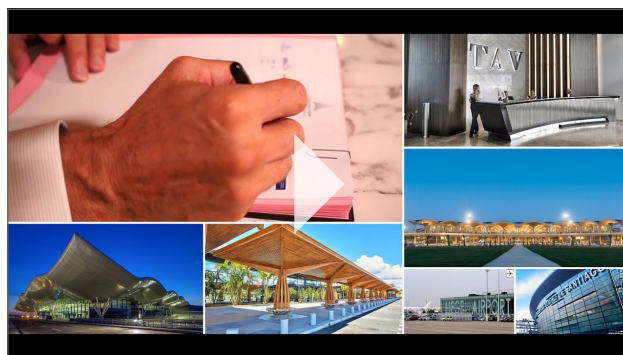
BE A RESPONSIBLE GROUP

The transformation of our airport model depends above all on the commitment of all the men and women working for the Group. Which is why we are keen to develop a shared culture of responsibility and ethics, based on our two core values of responsibility and hospitality.

With our international partners, we also want to establish a shared culture in key areas of CSR, while taking into account specific local requirements. With **the "Airports for Trust" charter of environmental and social commitments signed by 23 of the 27 airports in our network⁶**, we reached a first major milestone in 2021, with objectives and action plans tailored to each entity.

The signatory airports are keen to actively contribute to the transition of air transport, with a broader vision of their responsibility across the airport value chain, in a spirit of cooperation with local stakeholders and throughout the life cycle of development projects.

Furthermore, they firmly believe that the balanced and sustainable development of airport activities must be intertwined with the airport's territorial anchoring and the creation of value for local communities, thus investing in human development at a local level, with a special focus on young people.



⁶ Airports for Trust = 23 signatory airports, of which 19 are controlled by Groupe ADP and 4 are minority-owned.



© Gwen Le Bras for Groupe ADP

THE VIGILANCE PLAN



The vigilance plan, as provided for by law no. 2017-399 of 27 March 2017, known as the "Potier" Act, on the duty of vigilance of parent and contracting companies, is based on the following pillars:

- ▶ Risk mapping
- ▶ Procedures to regularly assess the situation of subsidiaries, subcontractors or suppliers in relation to the risk mapping
- ▶ Appropriate actions to mitigate risks and prevent serious violations or harm
- ▶ A whistleblowing system and processes for handling reports of the existence or occurrence of risks
- ▶ A system to monitor the measures implemented and assess their effectiveness.



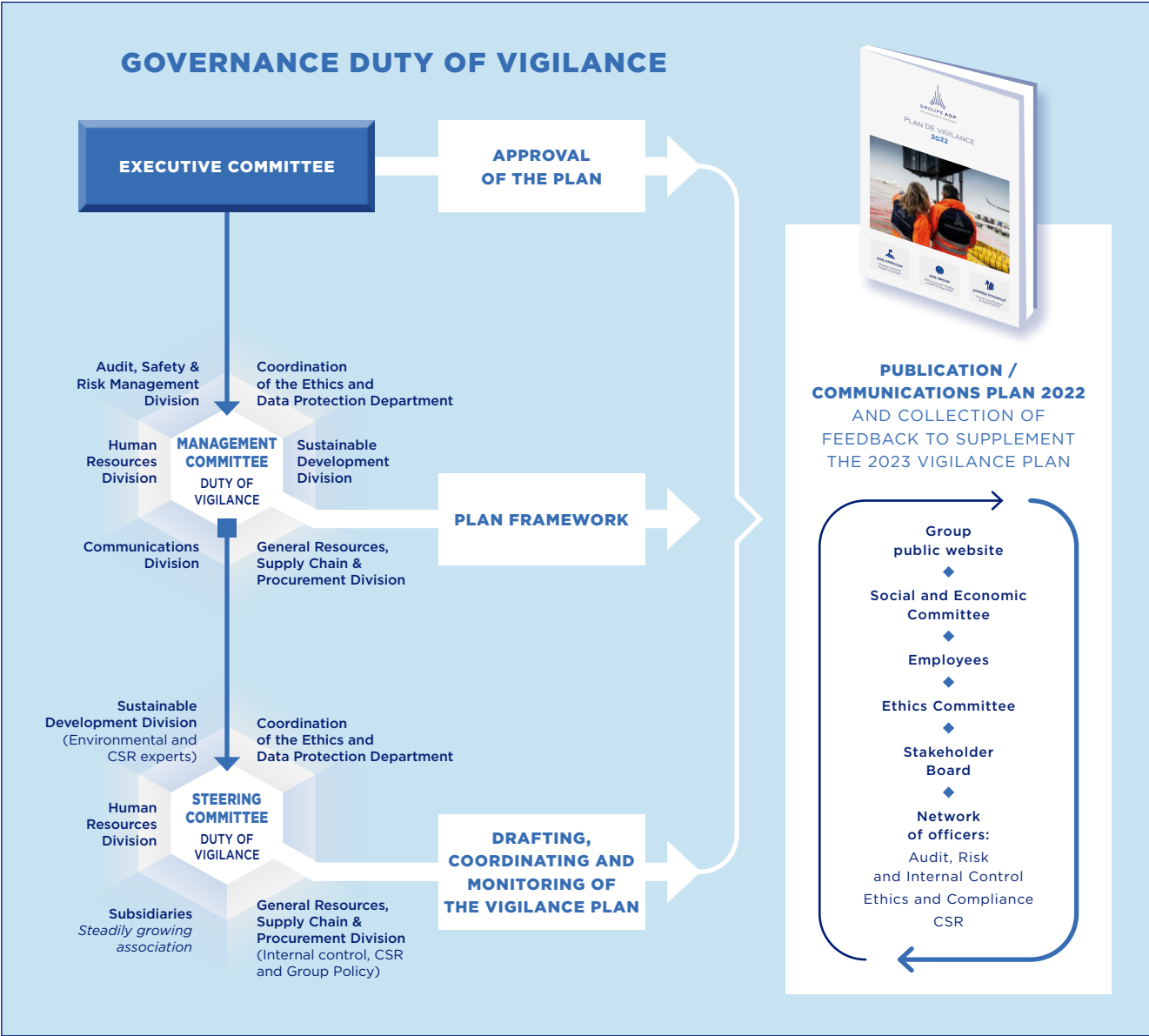
RESPONSIBILITIES

1.1. Governance

Groupe ADP’s governance is structured to take into account the growing social and environmental challenges it faces and to ensure that its duty of vigilance is performed at the highest level.

Internal governance dedicated to the duty of vigilance

In order to strengthen its commitments in this area, Groupe ADP’s Executive Management has set up a governance body dedicated to the Duty of Vigilance.



The Vigilance Plan is coordinated by the Group's Ethics and Data Protection Department. A steering committee and themed working groups (procurement, environment, human resources) have been set up as needed to incorporate the duty of vigilance into a systemic approach to continuous improvement. The whole process is overseen by a committee made up of the Directors responsible for the main areas of duty of vigilance, some of whom are members of the Executive Committee, as well as the Head of the Ethics and Data Protection Department.

1.2. Ethics and Compliance Programme and Whistleblowing system

The Ethics and Data Protection Department defines and coordinates the Group's Ethics and Compliance action plan (including the protection of personal data) with the Legal Affairs & Insurance Division.

In addition to the Ethics and Compliance risk included in the Group's mapping, a specific Corruption risk mapping and now a specific Human Rights risk mapping are carried out every two years to identify potential scenarios and define preventive action plans (last mapping conducted in 2022).



The Ethics and Compliance programme implemented within the Group since 2017 is based on the following pillars:

- ▶ this **vigilance plan**
- ▶ the **Ethics and Compliance Code of Conduct, available in 7 languages**, accessible on the Group intranet and website⁷, and policies and procedures (gifts and hospitality, conflicts of interest, sponsorship, assessment of third parties, international sanctions/embargoes, HR due diligence, etc.)
- ▶ the **data protection policy** and instructions for its application
- ▶ **training/awareness raising** for all employees, as well as more specific modules for exposed populations (face-to-face or e-learning)
- ▶ the **network of Ethics and Compliance officers** (including one for each TAV Airports subsidiary) and the support divisions of the parent company
- ▶ the **process for the assessment of third parties** (detailed below)
- ▶ the **whistleblowing system** (detailed below)

Aéroports de Paris is also a member of Transparency International, the Cercle Éthique des Affaires (Business Ethics Circle) and EDH (Entreprises pour les Droits de l'Homme - Businesses for Human Rights), which allows us to look at best practices in other companies and take inspiration from them for ethics and compliance within the Group.

PROCESS FOR THE ASSESSMENT OF THIRD PARTIES

The process for the assessment of third parties can be activated gradually depending on the type of project (contracts, investment, airport services, etc.) and the risk related to countries and third parties. It enables Groupe ADP to identify and assess the risks to which it is exposed by entering into or continuing business relations with a third party.

This assessment is carried out on all third parties prior to entering into any contract with them: it is designed to check their integrity in terms of corruption, fraud, money laundering, financing of terrorism, violation of human and environmental rights, the protection of personal data etc., and their compliance with the principles of the Group's ethics policy.

The assessment of third-party risks includes a graduated level of due diligence that can go as far as triggering a field survey, or even a pre-acquisition audit in the context of a merger-acquisition project, supplemented by an action plan implemented before the contract is signed and after the acquisition, where appropriate.

More than 38,000
customers and
suppliers
 assessed to date,
 including 10,000 in 2022

⁷ <https://www.parisaeroport.fr/en/group/csr/ethics-and-compliance> and <http://codeofconduct.groupeadp.fr/>

THE WHISTLEBLOWING SYSTEM

Available since the end of 2018 to employees of the Group and those of its suppliers and subcontractors, 7 days a week, 24 hours a day, the whistleblowing platform - <https://alert.groupeadp.fr> - can be used to report malfunctions or breaches of laws, regulations and/or corporate values, including the duty of vigilance in the event of serious environmental and/or human rights violations.

The criteria for the admissibility of alerts and the protection of whistleblowers are specified in a **charter audited with the assistance of Transparency International, to ensure the effective protection of whistleblowers.**

A **processing committee**, whose members depend on the type of alert and are bound by the same rules of confidentiality, validates the strategy as well as the conclusions and recommendations (sanctions, process improvements) in a collegial manner.

“Investigations should also make it possible to identify areas for improvement in the organisation of processes, so that situations do not recur.”

Groupe ADP Investigator

“Groupe ADP’s charter places whistleblowers at the heart of dialogue and trust-related issues.”

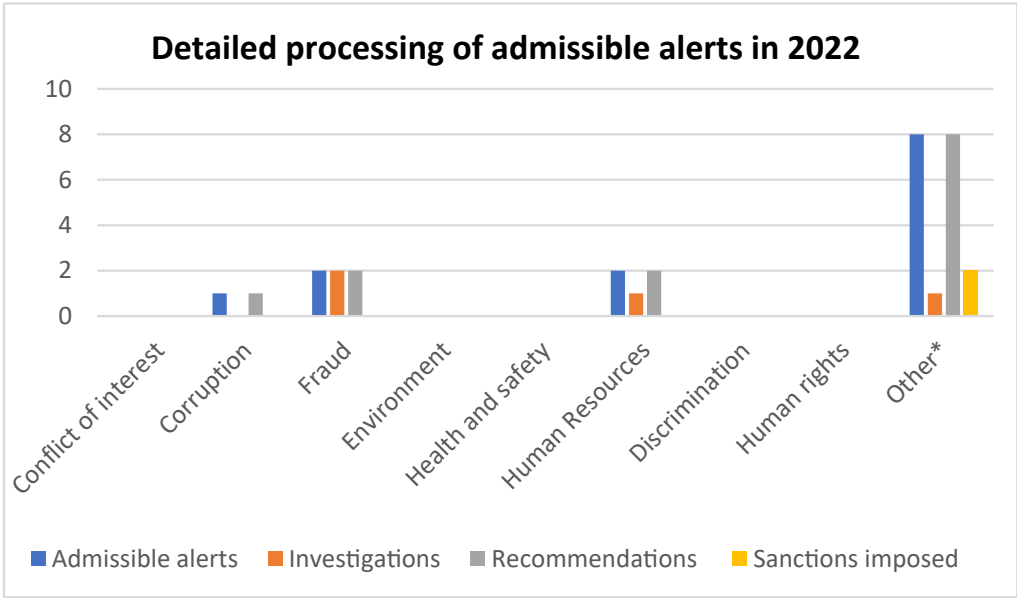
Laurence Fabre
Head of the Private Sector programme at Transparency

Once the admissibility of an alert has been validated, the Head of the Ethics and Data Protection Department, who is responsible for the whistleblowing system and reports directly to the Group’s Chairman & Chief Executive Officer to ensure independence, has an obligation to deal with the alert as quickly as possible and may, in this context, launch an investigation or an audit.

The internal investigation process has been formalised in a processing charter and an **Investigator’s Guide**. In some cases, the choice may be made to appoint an expert firm that will be bound by the same rules.

Throughout this process, the identity of the whistleblower is kept confidential. Acts of retaliation against this person may be sanctioned. The whistleblower is invited to contact the Ethics and Data Protection Department again.

Since the end of 2018, 51 admissible alerts have been processed, 13 alerts of which were processed in 2022 (see details below).



* Classification by the whistleblower

The whistleblowing platform and the protection of whistleblowers are the subject of regular communications from Groupe ADP within its consolidated scope.

Awareness of and trust in the whistleblowing system are two indicators⁸ that determine its efficiency. They are measured annually. As a result, in 2022:

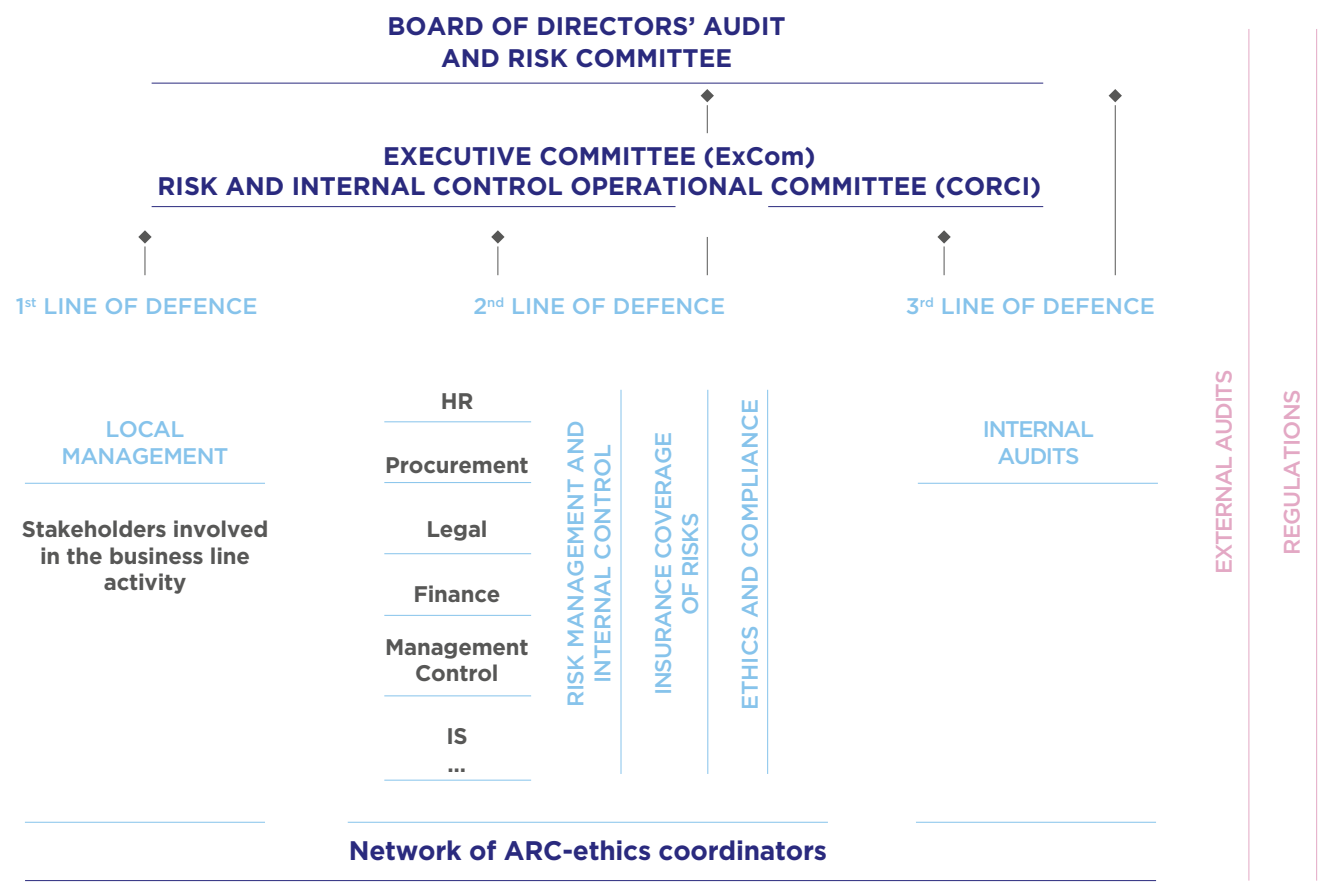
- ▶ **Nearly 4 in 5 Group employees (79%) are aware of the ethics whistleblowing system** (compared with 1 in 2 in 2018) **and would be prepared to report an ethical issue if they were to witness one (78%).**
- ▶ The same proportion identifies their local manager as the first person to turn to regarding an ethical issue (84%), a reaffirmed confidence that differs positively from the average of other large French companies (66%)⁹.
- ▶ 3 in 4 employees also say they have trust in their ethics officer (75%) or in the Group’s Ethics and Data Protection Department (76%).
- ▶ **Nearly 2 in 3 employees (64%) trust ADP to guarantee their protection and anonymity.**

Groupe ADP also communicates with all its suppliers and subcontractors through its Supplier CSR Charter, a document signed by them and appended to all new contracts, regarding the ethics whistleblowing system. It also issues regular reminders to its main suppliers of their obligations in this area with regard to their staff.

1.3. Risk management and internal control

The risk mapping, internal control and internal audit systems form a comprehensive approach to controlling the Group’s activities.

They were described in detail in the Group’s 2021 Vigilance Plan and are described each year in the Group’s Universal Registration Document.



⁸ See Annual Ethical Climate Survey 2022: 3,507 of 12,123 employees responded to the questionnaire, representing a response rate of 29% (vs. 26% in 2021).

⁹ A similar survey was carried out among 1,000 employees of large companies by the Cercle Éthique des Affaires, which enabled Groupe ADP to benchmark itself on the dissemination of an ethical culture.

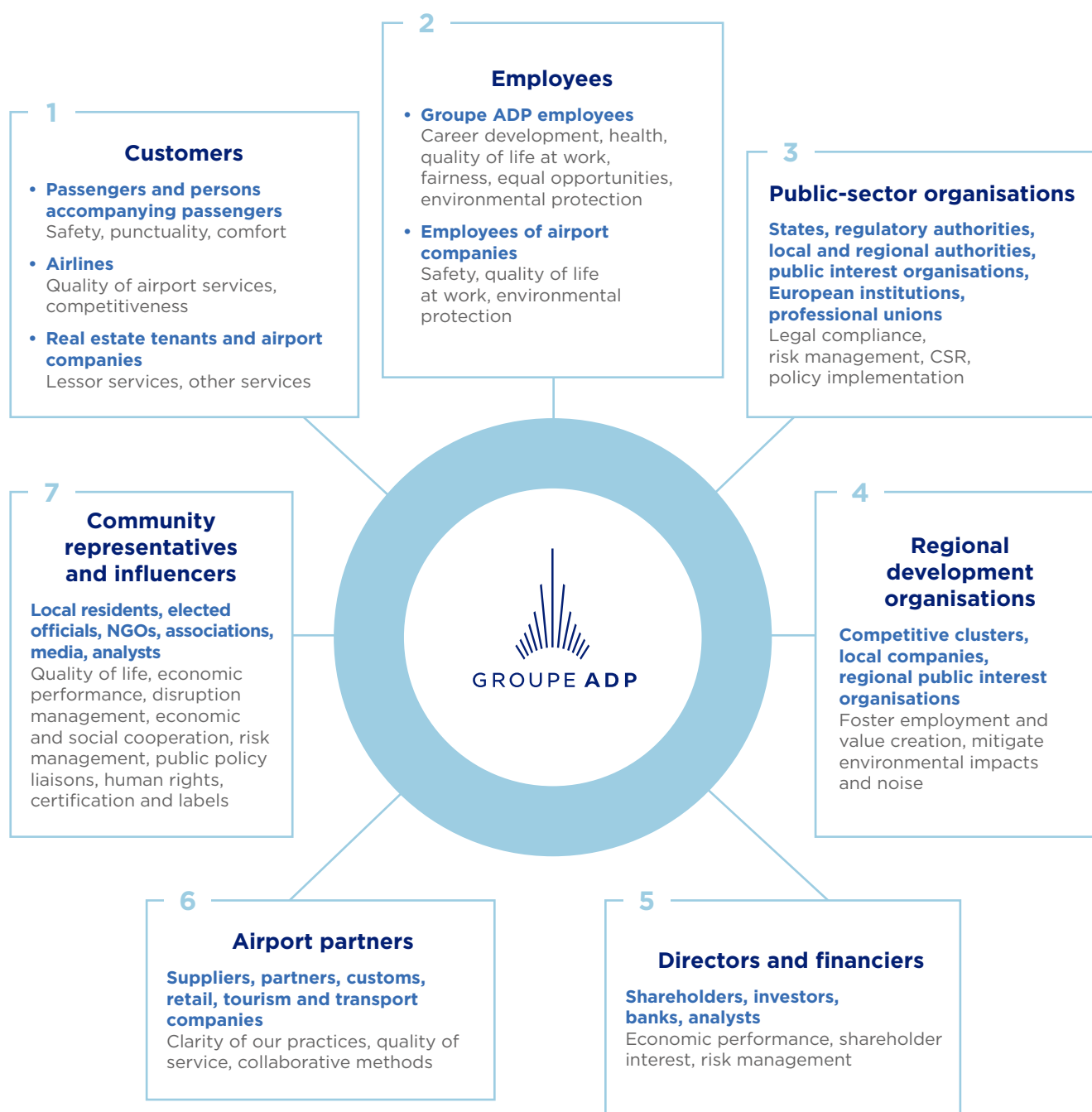
At the crossroads of risk management and crisis management, Groupe ADP has also defined a Business Continuity Policy, which is broken down into several Business Continuity Plans (BCP), designed to improve the management of risks that have a major impact on service continuity - such as the Covid-19 pandemic - and guarantee the provision of services that are essential to the Group's operations. Crisis simulation exercises are carried out several times a year to test the effectiveness of this system, with feedback allowing for improvements.

1.4. Multi-party dialogue and stakeholder involvement

Groupe ADP has a significant territorial footprint as a result of its activity.

By listening to, speaking with and integrating all its stakeholders, the Group can better understand the changes and challenges that need to be incorporated into its CSR strategy and approach. Regular communications and information are also shared with local residents, notably through the [Entre voisins](#) website (in French only) and the work carried out at the Environmental Resource Centres at Paris-Charles de Gaulle and Paris-Orly airports.

- ◆ **The mapping of stakeholders**, as well as the topics and methods of discussion with them, are regularly reviewed.



◆ **The materiality analysis of CSR issues**, carried out at the end of 2017 (updated in 2022 – results to be published in 2023) based on responses from 2,000 stakeholders (75% employees, 25% external stakeholders: suppliers, customer tenants, airlines, etc.), made it possible to identify and qualify the issues to which the Group must provide solutions, taking into account two criteria: importance for the stakeholders and the Group's performance in relation to these different issues.

2017 MATERIALITY MATRIX – ISSUES RANKED BY IMPORTANCE AND PERCEIVED PERFORMANCE

◆ Exemplary airport operator

◆ Well-being of our staff and partners

◆ Environmental protection

◆ Dialogue with regional stakeholders

VERY IMPORTANT	◆ 3.	Public and airport safety and security	8.9
	◆ 7.	Quality of reception 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 local regions	7.8
	◆ 8.	Reception and support services for disabled people or those with reduced mobility	7.8
	◆ 20.	Dialogue with stakeholders in the regions in which we operate	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
	◆ 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
LESS IMPORTANT	◆ 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

The Ethics Committee and the Stakeholder Board are also recently established bodies that have emerged from the Group's re-examination of its stakeholders. They stand out in particular due to their composition.

◆ **The Ethics Committee** is made up of 16 Group representatives with different areas of expertise and 2 external experts. It is a confidential space for reflection and analysis, an opportunity to take a step back and question our behaviour and practices within the company. Its purpose is also to define, disseminate as widely as possible and reinforce the Group's Ethics and Compliance culture and the resulting collective ethical responsibility to be honoured in everyone's professional practices. The committee is also responsible for informing decision-making by highlighting any ethical questions or issues.

One of the key themes to emerge from this committee's discussions was the constant broadening of the concept of ethics. The environment, preventing climate change, respect for Human Rights, the prevention of psychosocial risks and new ways of organising work within the company... all of these concepts are gradually but rapidly integrating a duty of ethical responsibility bestowed on companies.

REVIEW OF THE WORK OF THE ETHICS COMMITTEE 2019-2020 (CARRIED OUT IN 2022)	
Definition and role of ethics	Communication from the Chairman to the Committee: taking a step back and giving a concrete reality to the values practised by employees.
Study of the tensions within a company that could jeopardise its values in decision-making	Work on questions regarding taking ethics into account and respect for values in decision-making.
Ethical competence: definition for ADP and how to develop it within the teams	Objectives: develop the managerial stance and help managers
Purpose and Values: roll-out and monitoring	Objectives: exacting values and purpose to be challenged in order to monitor their implementation
<ul style="list-style-type: none"> ◆ Presentation of the Ethical Climate Barometer ◆ Sharing of the crisis situation for ADP (part-time working, employee difficulties, etc.) ◆ Work on identifying the points on which ADP must rely in order to support employees through difficult times 	A few recommendations <ul style="list-style-type: none"> ◆ The need to capitalise on collectivity ◆ Support the development of a fast-growing sector and the departure of employees ◆ Support changes in identity triggered by distance from the workplace (part-time working, lockdowns, etc.) ◆ Capitalise on a "collective" story and think about long-term re-engagement ◆ Be a driving force behind proposals to meet employees' need for meaning

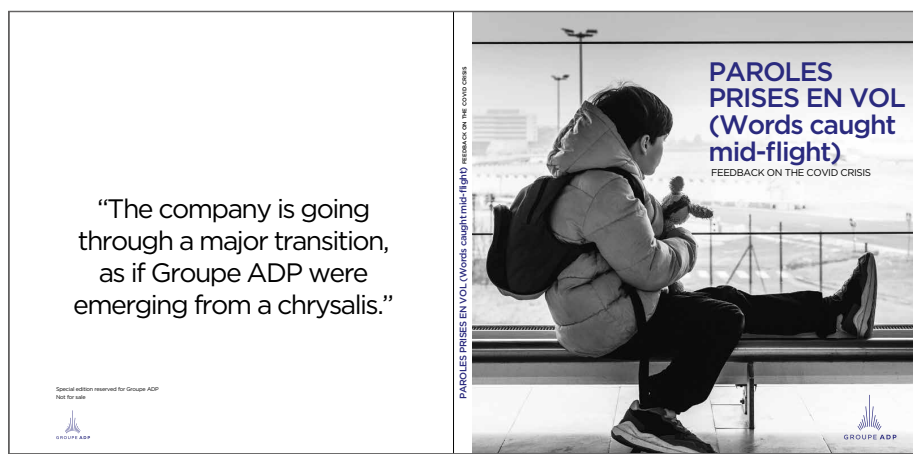
A great deal of work has been undertaken by the Human Resources Division to support managers during and after the health crisis.

In 2022, the Ethics Committee notably emphasised the need for the company and its employees to reflect on the human aspect of the crisis. Although the health crisis and the ensuing air transport crisis are now less significant, many employees still feel the need to talk about what they experienced during this period, which involved a number of changes for Groupe ADP. At the suggestion of the Ethics Committee, the company has therefore invited employees, on a voluntary basis, to express their views regarding their experiences as part of an **Employee Listening Exercise (crisis special)** conducted at the end of 2022/beginning of 2023 by members of the Ethics Committee, in addition to actions carried out at the same time by the Human Resources Division.

These testimonies were made anonymous and shared collectively in March 2023 with all employees in the form of a book. This collection will enable us to keep track of these views and to capitalise on this feedback in the event of another crisis in the future. They will also offer future employees a better understanding of the Group's history, identity and values, making it easier to build a new team.

“Whether we like it or not, the crisis marks a before and after that are now part of the Group’s identity. A group needs to tell its story in order to understand and share what has been experienced, what has worked, what has been difficult and what still needs to be built. Without narrative, there is no memory, and without memory, there is no history. To tell a story is to regain a foothold in reality.”

Marc Grassin
Philosopher, Doctor of Medical Ethics,
Vice-Chairman of the ADP Ethics Committee



2023 will also be an opportunity for the Ethics Committee to review its composition and take greater account of the Group's international and operational aspects.

- ◆ **The Stakeholder Board** brings together 16 external and independent people from different backgrounds and areas of expertise, who provide Groupe ADP's governance with a collective, objective and multidisciplinary vision and reflection on key CSR issues.

COMMITTEE MEMBERS



Sergio Alegre Calero,

Chief Executive Officer of the Airport Regions Council (ARC) association



Christian Mantei,

Expert in International Tourism



Alain Battisti,

President of the Fédération Nationale de l'Aviation Marchande (FNAM)



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Khanh Nham,

Member of the Passenger Community



Pierre-Guy Cosimi,

General Secretary of the Syndicat National du Transport Aérien et des Aéroports (SNTA) CFDT



Simone Pichot,

Student at the French National Civil Aviation School (ENAC)



Stéphane Cueille,

CEO of Safran Electrical & Power



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Head of Consulting at SIACI SAINT HONORE



Hélène Soubelet,

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Rémi Vanel,

Member of the Collectif pour un Réveil Écologique



Olivier Jankovec,

Director General of Airport Council International (ACI) Europe



Philippe Zaouati,

CEO of Mirova

In particular, the Stakeholder Board encouraged Groupe ADP to review its biodiversity strategy, amalgamating five challenges into one:

- ▶ **climate change**
- ▶ **change of land use**
- ▶ **pollution**
- ▶ **invasive species**
- ▶ **over-exploitation of resources.**

It has also explored the Group's added value in terms of CSR, particularly in the context of its minority shareholdings outside France. And it calls on the Group to monitor its ability to improve in terms of training, helping women access management positions, and meeting the environmental objectives set out in development projects, even when the Group does not control the governance bodies.

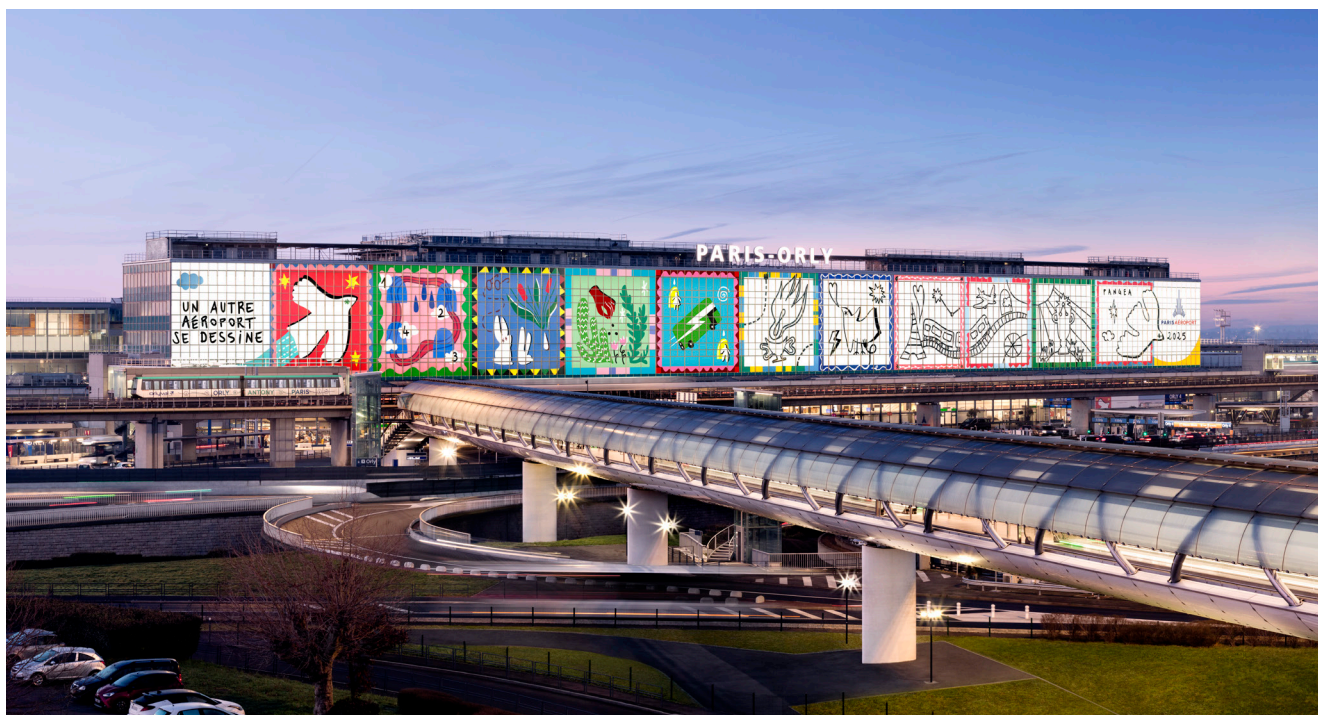
The members of the Stakeholder Board share the results of their work and their roadmap for the coming year with the Board of Directors' CSR Committee.

In the interests of transparency, and although it does not endorse all of the recommendations, Groupe ADP also decided to share with the public, in December 2022 on LinkedIn and on its website, the opinion and recommendations drafted by the Stakeholder Board on [decarbonising ground access: what is the future for cars?](#) The goal set for 2023 is to regularly publish such reports, known as **"white papers"**.

Drafted collectively by the members of the Stakeholder Board, each white paper will examine a different aspect of the steps to be taken to strengthen the social and environmental performance of the airports, whilst ensuring the sustainability of the business model.

Through these reports, the Stakeholder Board and Groupe ADP aim to:

- ▶ **inspire collective thinking on sustainable development** across the air transport industry
- ▶ **stimulate dialogue between Groupe ADP and its stakeholders**, beyond the circle of committee members
- ▶ **contribute to the alignment of environmental, social and financial objectives**, using Groupe ADP as an example.





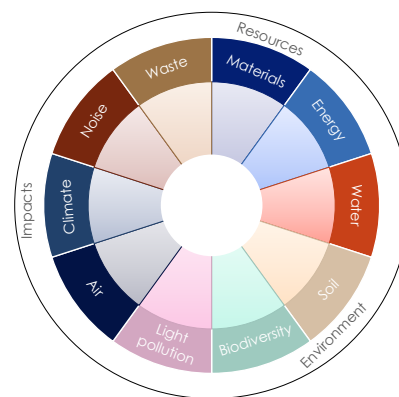
ENVIRONMENTAL VIGILANCE

For many years, Groupe ADP has implemented measures and procedures to avoid, reduce and, as a last resort, compensate for the impact of its activities on the environment in the regions in which it operates. The risks to be identified and prevented are, by nature, very much linked to the operational context of the different sites and to the Group's activity in these regions, as well as to the sensitivity of the surrounding environment. In 2022, Groupe ADP broadened its scope of action to positively influence stakeholders within the airport community and its value chain, and to establish control over the impacts linked to their own activities.

Groupe ADP's environmental ambition, reaffirmed and reinforced in its 2022-2025 environmental policy, requires vigilance that goes well beyond regulatory obligations.

2.1. Environmental challenges and risk mapping

Groupe ADP's new CSR policy¹⁰ incorporates an environmental aspect that is intended to be as broad as possible (across our value chain) and extended internationally. In particular, it includes the main environmental issues on which the Group's activities are likely to have a significant impact and which are classified here into 10 themes (see opposite).



2.1.1. Risk mapping and analysis of our sites in France

In order to identify and monitor environmental risks at our main Paris airports (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget), a consolidated risk mapping was produced in 2018. It was established on the basis of environmental analyses, events that have occurred, monitoring of the 2016-2021 environmental and energy policy, and risk mapping carried out for the Group's Paris airports. The environmental aspect of the procurement risk mapping was also drawn up in 2018 ([see section 4.1.2](#)).

The risk mapping produced for our Paris airports was updated in 2022 to address growing environmental challenges, such as the reduction of CO₂ emissions, noise pollution and biodiversity.

As part of its process of continuous improvement, Groupe ADP updates its risk mapping every year, notably to help reduce the environmental impacts of its activities and strengthen its resilience.

A number of studies were launched in 2022:

- ◆ Study of "impacts and dependencies on Nature" carried out by Aéroports de Paris at the Paris airports, intended to identify their impacts and dependencies on Nature. The first stage of this study has already made it possible to identify and quantify the risks and challenges facing Groupe ADP in terms of biodiversity and natural resources such as wood and water.
- ◆ Study conducted on the risks and opportunities associated with the transition to a low-carbon economy (not finalised in 2022), aimed at assessing the current and future risks for the Group, as well as identifying the most critical sites and the climate hazards with the greatest impact (based on the European climate-related risk taxonomy), based on the SSP5-8.5 global warming scenario (the most pessimistic, unlikely scenario, in a conservative approach) projected to 2030¹¹. The scope of this analysis includes the Group's 27 airports.

¹⁰ See the section of this document entitled "A long-term commitment to CSR".

¹¹ The RCP 8.5 scenario is the most pessimistic scenario in the IPCC (Intergovernmental Panel on Climate Change) report "Climate Change 2021: The Physical Science Basis". Current levels of CO₂ emissions are set to almost double by 2050. The global economy is growing rapidly, but this growth is fuelled by the exploitation of fossil fuels and energy-hungry lifestyles. By 2100, the planet's average temperature will have risen by 4.4°C, a veritable catastrophe.

- ◆ Study of “impacts and dependencies on natural resources” initiated at the end of 2022, the results of which will be shared over the course of 2023

► Main identified environmental risks and challenges

A rating has been given for each risk. Based on the rating, control elements have been defined.

THEMES	MAIN RISKS	MAJOR CHALLENGES
CLIMATE (see section 2.2.3)	<ul style="list-style-type: none"> ► Impact on climate change ► Dependencies / vulnerability to increased extreme weather events 	<ul style="list-style-type: none"> ◆ Addressing the need to mitigate the impact of CO₂ related to air transport and airport access ◆ Fulfilling the Group's energy transition goals ◆ Adapting airports to cope with the occurrence of extreme events related to climate change ◆ Selecting materials that require as little grey energy as possible ◆ Adapting and implementing the Group's development projects while respecting planetary limits (climate, natural resources, biodiversity)
AIR (see section 2.2.4)	<ul style="list-style-type: none"> ► Contribution to the degradation of local air quality ► Increasing the risk of pollution peaks leading to operational restrictions 	<ul style="list-style-type: none"> ◆ Controlling the impact of airport and aviation activities on local air quality
NOISE POLLUTION (see section 2.2.5)	<ul style="list-style-type: none"> ► Noise pollution for local residents and airport employees 	<ul style="list-style-type: none"> ◆ Controlling noise pollution at the sites and in communities in order to improve the living conditions of local residents and employee working conditions
SOIL POLLUTION (see section 2.2.6)	<ul style="list-style-type: none"> ► Diffuse pollution, accidental pollution 	<ul style="list-style-type: none"> ◆ Preventing pollution to maintain soil and water quality
BIODIVERSITY (see section 2.2.7)	<ul style="list-style-type: none"> ► Damage to the biodiversity heritage of our regions ► Increased risk to animals (aircraft collisions) ► Trafficking of protected species and bushmeat 	<ul style="list-style-type: none"> ◆ Developing and managing infrastructures in a sustainable way, limiting the artificialisation and sealing of soils ◆ Preserving and restoring biodiversity at airports ◆ Preventing the risk of a pandemic and combating illegal trafficking
WATER (see section 2.2.8)	<ul style="list-style-type: none"> ► Consumption (quantity, pressure, conflicts of use) ► Discharge of polluted water into the natural environment ► Flooding (as a consequence of soil sealing) ► Resilience to increased water stress in the regions 	<ul style="list-style-type: none"> ◆ Optimising water resource consumption management (drinking water, grey water and rainwater)
MATERIALS / WASTE (see section 2.2.9)	<ul style="list-style-type: none"> ► Raw material consumption and pressure on resources ► Circular and regional economy: pressure on resources and pollution ► Dependency on dwindling natural resources 	<ul style="list-style-type: none"> ◆ Preventing waste production ◆ Committing to and supporting the transition of Groupe ADP and its host regions towards a circular economy (reuse, recycling)

2.1.2. Our sites abroad

Groupe ADP has a network of 27 airports operated under management or concession contracts (in Europe, Asia, Africa and the Americas). Given its global presence and the environmental regulations in force in the various countries, Groupe ADP faces a wide range of environmental challenges.

In line with the ISO 26000 standard, which covers the main themes of the law, Groupe ADP has carried out an inventory of local regulations and actions already taken in relation to the environment for AIG and TAV Airports.

To this end, in 2020 the Group sent a detailed questionnaire to each of its subsidiaries in order to determine, as exhaustively as possible, the current laws and key actions that make it possible to exceed the regulatory requirements for each environmental theme: pollution prevention, the fight against climate change, protection of biodiversity and ecosystems, and noise management. The countries covered by this study were the following:

- ▶ **TAV Airports:** Tunisia, Saudi Arabia, Türkiye, Georgia, Macedonia¹²
- ▶ **AIG:** Jordan.

A summary of this inventory is presented in the matrix below.

MATRIX OF REGULATIONS IN FORCE AND ACTIONS TAKEN - TAV/AIG												
	TAV										AIG	
	Tunisia		Saudi Arabia		Türkiye		Georgia		Macedonia		Jordan	
	legisla- tion	best practices	legisla- tion	best practices	legisla- tion	best practices	legisla- tion	best practices	legisla- tion	best practices	legisla- tion	best practices
Pollution prevention												
Control of emissions into the air	average	high	average	high	average	high	average	high	average	high	average	high
Emissions to water	average	high	average	high	average	high	average	high	average	high	average	high
Soil pollution	average	high	average	high	average	high	average	high	average	high	average	high
Waste management	average	high	average	high	average	high	average	high	average	high	average	high
The fight against climate change												
Energy consumption	average	high	average	high	average	high	average	high	average	high	average	high
Protection of biodiversity and ecosystems												
	average	high	average	high	average	high	average	high	average	high	average	high
Noise management												
	average	high	average	high	average	high	average	high	average	high	average	high
<div> <div>regulatory intensity</div> <div>best practices</div> </div> <div> <div>high</div> <div>high</div> </div> <div> <div>average</div> <div>average</div> </div>												

This overview shows the varied nature of the legislation in force and the actions taken in each country. The airports surveyed comply with these laws and some go beyond them. Since it has integrated new assets, the Group will update this report during 2023.

Our approach to progress in environmental risk mapping

Strengthening and aligning risk mapping with the new Groupe ADP environmental policy:

- ▶ With regard to our international locations, risk mapping is to be carried out for the 23 airports that have signed the Airports for Trust Charter (see section 2.2.1). This will enable an analysis of the risks incurred by each subsidiary and the priority actions to be taken to mitigate these risks.
- ▶ A study of the risks and opportunities associated with the transition to a low-carbon economy is currently being finalised for the Group's 27 airports.

¹² Almaty Airport was added to the TAV Airports portfolio after this environmental regulation review was conducted. Kazakhstan will be added as part of a later revision.



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2.2. Measures to mitigate risks and prevent serious harm

2.2.1. The Airports for Trust Charter¹³ and the Group's new 2022-2025 Environmental Policy

Since 2006, the investment cycles included in the five-year economic regulation agreements (ERA) have enabled ADP SA to continuously improve the environmental performance of its Paris operations.

Details of the measures implemented and the commitments made by Aéroports de Paris between 2006 and 2021 have been set out in the report on the [2021 Vigilance Plan](#).

In 2022, Groupe ADP rolled out its new CSR policy, *Pioneers for Trust 2025*¹⁴. This new 2022-2025 environmental policy was the subject of a [dedicated presentation to investors in March 2022](#) (in French).

Our approach to progress in terms of Group environmental policy

The Group's new environmental policy, which came into effect in January 2022, involves a radical expansion of our scope of action compared to the 2016-2021 period.

Its structure is based on four strategic pillars, which are reflected in 15 commitments broken down into operational roadmaps for each of the 23 airports that have signed the charter.

These airports, both in France and abroad, are committed to implementing structural measures that contribute to Groupe ADP's environmental ambition.

¹³ See Appendix 1 of this document.

¹⁴ See the section of this document entitled "A long-term commitment to CSR".

THESE 15 NEW COMMITMENTS ARE:

I. Move towards zero environmental impact operations

- 1.** Implement the roadmap to achieve carbon neutrality on our internal emissions (scopes 1 and 2) at all our airports by 2030, and net zero CO₂ emissions¹⁵ at Paris-Orly and Paris-Le Bourget by 2030, at Paris-Charles de Gaulle by 2035, and at Amman, Ankara, Izmir, Liège, Zagreb and Santiago de Chile by 2050.
- 2.** Strengthen intermodality, reduce the role of the car, improve connectivity with the regions.
- 3.** Become a carbon neutral territory by 2050 (geographical scope - scopes 1 and 2 and all ground emissions - plus cruising emissions for flights departing from Europe).
- 4.** Avoid/reduce operational waste and maximise material recovery.
- 5.** Protect the environment: water, soil, biodiversity; reduce the biodiversity footprint of our value chain.

II. Actively participate in the aviation sector's environmental transition

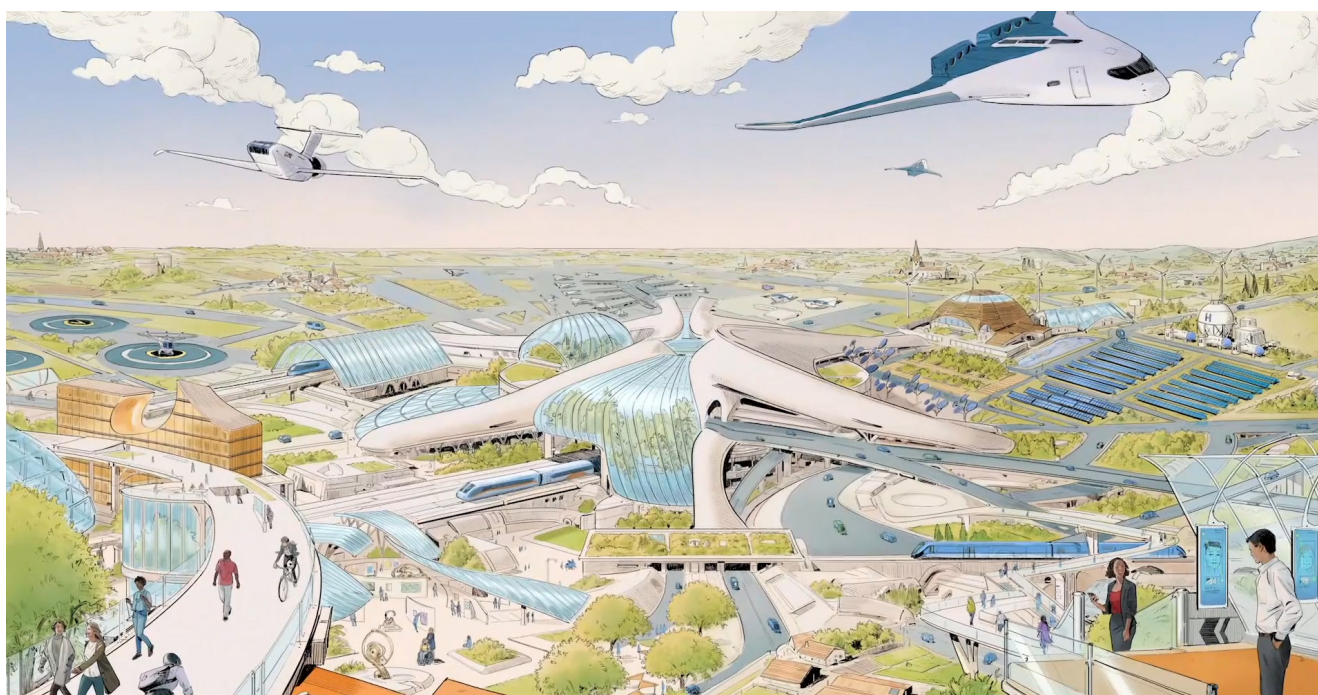
- 6.** Create the conditions for using transition technologies (sustainable aviation fuels) and technological breakthroughs (hydrogen, electric).
- 7.** Contribute to the improvement of operations (ground handling, taxiing, flight phase of the landing & take-off cycle, i.e. below 3,000 feet), resulting in the decarbonisation of aviation activities, improvement of air quality and reduction of noise.
- 8.** Contribute to the exemplary environmental work of the aviation sector (fight against the trafficking of protected species, waste reduction).

III. Promote the integration of each airport in a local resource system

- 9.** Develop an industrial and territorial ecology strategy for building materials and energy.
- 10.** Measure and monitor air quality and noise exposure to protect the health of local residents.
- 11.** Be a preferred partner to the territories and scientific and associative stakeholders with regard to the preservation and awareness of biodiversity.

IV. Reduce the environmental footprint of airport planning and development projects

- 12.** Implement a low-carbon and circular economy construction policy; build as little as possible and in a modular and flexible manner; implement environmental governance of investment projects, with a carbon budget (all Aéroports de Paris and TAV investment projects over €5 million from 2025) and biodiversity.
- 13.** Limit the environmental impact of development projects and construction sites (noise impact, waste, air quality, CO₂).
- 14.** Improve the ecological value of our sites, ensure ecological continuity and move towards Zero Net Soil Sealing as part of our responsibility as a project owner, in accordance with an ambitious trajectory.
- 15.** Obtain environmental labels for all projects (e.g. HQE, BREEAM, LEED¹⁶).



¹⁵ "Net zero emissions" means that greenhouse gas emissions are reduced to as close to zero as possible, with the remaining emissions in the atmosphere being reabsorbed by forests, grasslands, agricultural soils and wetlands, and by certain industrial processes such as carbon capture and storage.

¹⁶ High Environmental Quality standard; Building Research Establishment Environmental Assessment Method; Leadership in Energy and Environmental Design.

For each of the risks identified for each environmental issue (see section 2.1), targeted actions are implemented as part of the new environmental policy, the objective being to minimise their occurrence and impact. The main ones are described below.

2.2.2. Level of our emissions

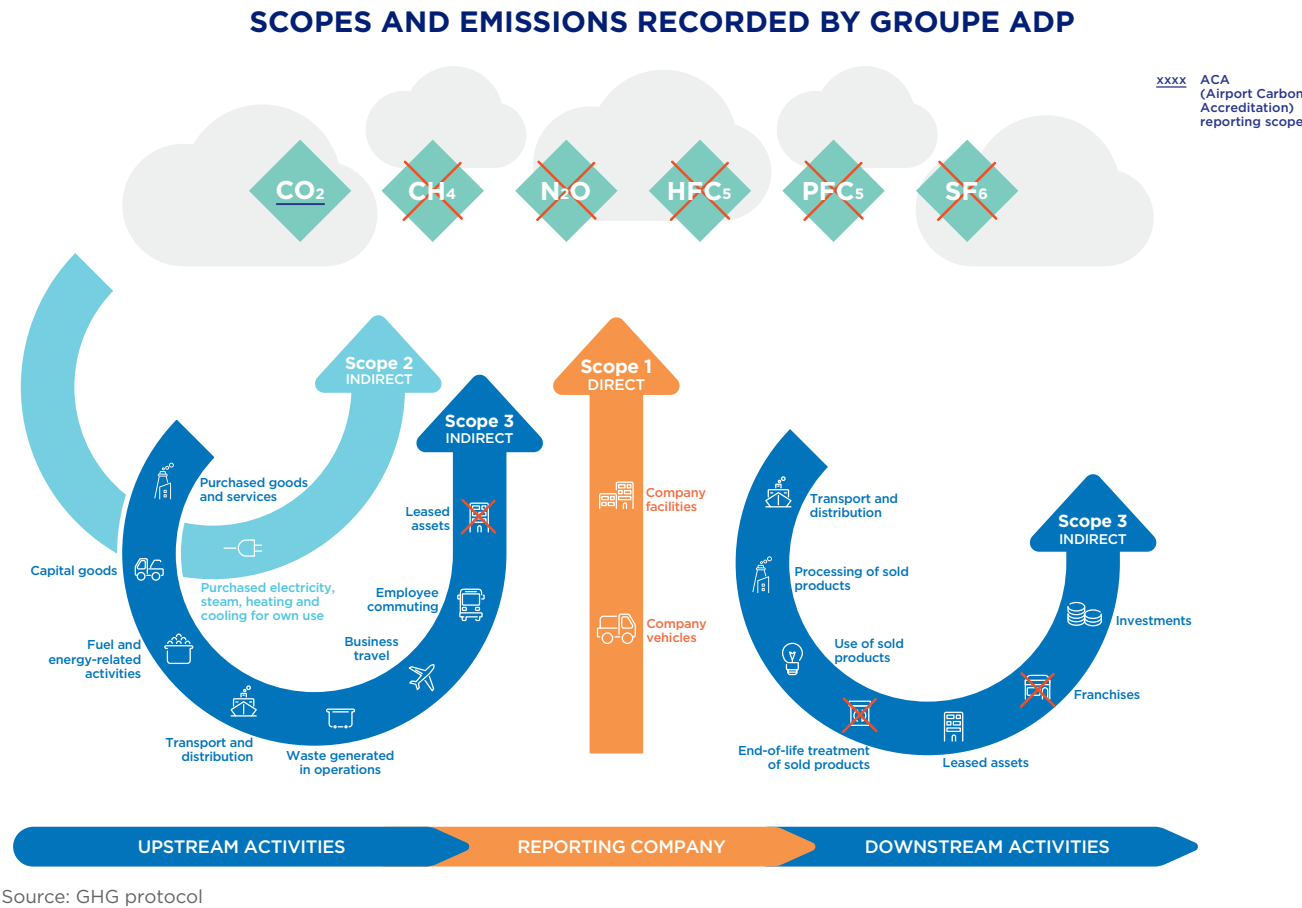
Like many airports around the world, Groupe ADP monitors, reports and publishes its internal CO₂ emissions (scopes 1 and 2) annually, as well as a very significant portion of its stakeholders' CO₂ emissions (scope 3), in accordance with the Airport Carbon Accreditation programme (ACA). The programme, which has been in place for over 10 years, is based on independent third-party audits of emissions and action plans published by accredited airports. The accreditations obtained by Groupe ADP are detailed in section 2.3 of this document.

In 2022, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget were ACA 4 certified, and Amman obtained ACA 4+ certification, bringing the number of airports in its network certified ACA 4 or 4+ to five (with New Delhi).

Beyond this certification process, greenhouse gas emissions are monitored by Groupe ADP (see diagram below), in accordance with the definitions of the GHG Protocol. In addition to the emissions monitored within the framework of ACA accreditations, Groupe ADP is developing the means (for its Paris airports to date) to monitor emissions and develop roadmaps for additional Scope 3 emission sources.

ACA is a carbon management certification programme established by ACI Europe. This certification assesses and recognises efforts undertaken by airports to reduce their greenhouse gas emissions. The programme is voluntary and comprises 6 possible levels:

- 1 Mapping:** determine emission sources over which the airport has control and compile a carbon footprint report. Direct and indirect emissions are defined on the basis of the Greenhouse Gas Protocol (GHG Protocol).
- 2 Reduction:** compile an inventory of emissions over the last 3 years using a management plan, set targets and then demonstrate that the reduction targets have been achieved.
- 3 Optimisation:** widen the scope of the carbon footprint to include third-party emissions (e.g. from companies operating at the airport) that also contribute to levels 1 and 2
- 3+ Neutrality:** offset remaining emissions over which the airport has control but that cannot be reduced to achieve carbon neutrality.
- 4 Transformation:** optimise the operations of the airport and its commercial partners to achieve absolute emissions reductions.
- 4+ Transition:** offset the residual carbon emissions with reliable climate protection projects.



For 2021, the CO₂ emissions of the main consolidated Groupe ADP airports were as follows¹⁷:

Emissions Report - Year 2021 - T CO ₂		ADP SA
Scope 1	Direct emissions	62,644
Scope 2	Indirect emissions linked to energy purchases	12,881
Scope 3 (ACA scope) ACA (Airport Carbon Accreditation): ACI's global programme for airport carbon management	Aircraft - LTO cycle (Landing & Take-Off)	643,675
	Aircraft - APU (Auxiliary Power Unit)	63,268
	GSE (Ground Support Equipment)	20,873
	Access to the Airports (employees)	197,880
	Access to the Airports (passengers)	163,470
	Construction equipment	3,694
	Winter products	944
	ADP missions	386
	Operational waste	1,929
	Resale of energy to third parties	5,616
Scope 3 (additional emission sources)	Aircraft at half-cruising speed	7,803,000
	Purchase of goods and services	236,440
	Upstream energy	
	Logistics	Unknown
	Construction waste	Unknown

It can thus be seen that Groupe ADP is equipped with the means to calculate aircraft cruising CO₂ emissions; an emission source not historically quantified in the context of ACA reporting and introduced from ACA Level 4, and one which the Group is now in a position to quantify annually for ACA Level 4 and 4+ certified airports. This is a significant improvement on previous CO₂ reporting, in that this emission source (14.663 Mt of CO₂ in 2019) is the largest calculated Scope 3 emission source for airports (85% of total emissions).

The detailed ACA reports for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports are publicly available on the Entre Voisins¹⁸ website.

For the main consolidated international subsidiaries, Groupe ADP is currently monitoring ACA scope emissions, the 2021 results of which were as follows:

Emissions Report - Year 2021 - T CO ₂		Amman (AIG)	Ankara (TAV)	Izmir (TAV)
Scope 1	Direct emissions	1,250	8,512	14,014
Scope 2	Indirect emissions linked to energy purchases	19,017	1,916	3,662
Scope 3 (ACA scope) ACA (Airport Carbon Accreditation): ACI's global programme for airport carbon management	Aircraft - LTO cycle (Landing & Take-Off)	62,736	70,204	151,028
	Aircraft - APU (Auxiliary Power Unit)	7,739	72	597
	GSE (Ground Support Equipment)	4,890	3,042	1,987
	Access to the Airports (employees)	1,350	13,625	66,978
	Access to the Airports (passengers)	44,291		
	Construction equipment	not available	not available	
	Winter products	12	not available	
	ADP missions	not available	not available	
	Operational waste	495	not available	
	Resale of energy to third parties	15,166	1,970	

In order to support the reduction of CO₂ emissions from these various emission sources, Groupe ADP has finalised the definition and implementation of roadmaps for each source and has updated its climate commitments as part of its new 2022-2025 environmental policy (see section 2.2.1 of this document).

The actions implemented, in the process of being rolled out or envisaged as part of the strategy to meet the environmental challenges mentioned in section 2.1.1 are described below.

¹⁷ 2022 data has not yet been consolidated at the date of publication of this document.

¹⁸ <https://entrevoisins.groupeadp.fr/actualites-evenements/le-groupe-adp-renouvelle-son-accréditation-carbone/>

2.2.3. Climate

► Reducing our contribution to climate change

Groupe ADP has made the fight against climate change a core element of its strategy.

The first challenge is to **reduce internal emissions (Scopes 1 & 2)**, in line with the Group's reinforced ambitions (**carbon neutrality by 2030** at all airports that have signed the Airports for Trust Charter and net zero CO₂ emissions by 2030 to 2050 at the latest depending on the sites (see details for each airport in the climate focus section of this document)). To this end:

- ◆ We are improving the **energy performance of our Paris terminals and buildings**. This long-standing approach was enhanced in autumn 2022 with the introduction of an energy sobriety plan, motivated by the rise in energy prices. In 2022, Aéroports de Paris signed the [Ecowatt Charter](#) (RTE) and the [Ecogas Charter](#) (GRTgaz), indicating its willingness to implement a long-term energy sobriety plan and a load shedding plan to reduce its electricity consumption on days when the electricity network is under strain. Based on the implementation of an immediate action plan (examples of short-term actions implemented in winter 2022/2023: lowering heating to 19°C, reducing and optimising lighting, optimising air exchange depending on the area), it is accompanied by medium-term structural programmes (examples of medium-term actions: replacing conventional lighting systems with more energy-efficient LEDs, replacing old HVAC equipment motors with high-efficiency motors, investing in new energy-efficient "wave concept" baggage sorting technologies). This programme is also accompanied by training and awareness-raising initiatives for the Group's teams.
- ◆ We are developing **our own renewable energy production capacity** (mainly heat)
- ◆ We are using market solutions to ensure that **100% of the electricity we consume comes from renewable sources** (100% in 2021), 10% of which will be supplied by a PPA (power purchase agreement), enabling the development of solar power plants specifically dedicated to our needs.
- ◆ We are replacing our **service vehicles** with **low carbon, electric and/or hybrid** models.

In addition to reducing its internal emissions (Scopes 1 & 2), Groupe ADP is actively working on **mitigating external emissions (Scope 3)**, in conjunction with its stakeholders and in line with the new ambition to become **carbon neutral** at the French airports **by 2050** (ground emissions plus the cruising emissions of departing aircraft).





© iStock

The main source of airports' Scope 3 emissions is aircraft, their APUs¹⁹, GSE²⁰ and passenger and employee access to the airports.

The strategy for reducing greenhouse gas emissions from air transport therefore requires airports to be able to distribute a wide range of energies or energy carriers that are carbon-free or low-carbon, such as electricity, sustainable aviation fuels and hydrogen.

Airports, with their own energy transition challenges, combined with those of the areas in which they operate and of all the stakeholders of the airport and air transport ecosystem, have many advantages as catalysts for the development of these "new energies" in France and in the areas in which they are located. Airports must therefore begin their transformation into "energy hubs", capable of distributing these new energies in very large quantities and at a competitive price.

In 2022, Groupe ADP therefore continued the collaborative work initiated in 2021 with all air transport sector players and a number of energy suppliers on **Sustainable Aviation Fuels** to create and facilitate the conditions for the emergence of a sustainable fuel production sector in France:

- ◆ Continued contribution, in the form of support, to various projects working on the production of Sustainable Aviation Fuels (SAF²¹) as part of a call for projects by ADEME to promote the emergence of SAF production sectors (following on from the call for expressions of interest in which ADP participated via 5 consortia in the summer of 2020)
- ◆ The completion in May 2022 of SAF integration demo flights as part of Skyteam's Sustainable Flight Challenge (flights between Paris-Charles de Gaulle and Lisbon and Paris-Charles de Gaulle and Montreal)
- ◆ Continued use of SAF at Paris-Le Bourget Airport since June 2021, supplied by TOTAL Energies and WFS from dedicated storage facilities, with SAF incorporation rates of up to 30%
- ◆ At the end of 2022, DG Trésor approved support (through the FASEP²² mechanism) for a project to develop a SAF industry in India, led by a consortium made up of ADP, GMR Airports, Airbus, Safran, Axens and TOTAL Energies.

¹⁹ Auxiliary Power Unit.

²⁰ Ground Support Equipment.

²¹ Sustainable Aviation Fuel (SAF).

²² Fund for private sector studies and aid (Fonds d'études et d'aide au secteur privé in French).

Groupe ADP is also involved in the emergence of **ground-breaking technologies** and is preparing its aerodromes to **accommodate electric, hybrid and hydrogen-fuelled aircraft**:

- ◆ [The cooperation agreement between Groupe ADP, Airbus and Air Liquide](#), signed in 2021, has helped to identify the challenges of rolling out a hydrogen logistics chain for aviation and integrating hydrogen infrastructures at the Paris airports.
- ◆ The announcement in June 2022 of the project, co-sponsored by Groupe ADP and Air Liquide, to create the first engineering joint venture to **support the development of hydrogen infrastructures at the airports**²³. The company will be formally established in early 2023.
- ◆ Active participation in the implementation of a [cooperation agreement](#), signed in June 2022, between Nuevo Pudahuel – the concession holder for Santiago Arturo Merino Benítez Airport in Chile –, Air Liquide Chile, Copec and Colbún, aimed at preparing the roll-out of a hydrogen ecosystem at the airport.
- ◆ The continuation of the project [led by Liège Airport](#) to install a H2 (Hydrogen) station and shuttle bus, linking the centre of Liège to the airport and running in particular at night.
- ◆ Setting up projects in synergy with energy companies to roll out hydrogen ecosystems at the Paris airports and aerodromes, and to offer new hydrogen / BioNGV (Natural Gas Vehicle) stations and strengthen the electric mobility offering.
- ◆ Continued collaboration with Airbus and Air Liquide on the challenges of incorporating liquid hydrogen for aviation at the airports.
- ◆ The development of innovative hydrogen solutions to decarbonise airports, with winners of the “H2 Hub Airport”²⁴ call for expressions of interest.
- ◆ In terms of hydrogen, Groupe ADP signed a partnership agreement with Airbus and Air Liquide in June 2021 to work on defining an **optimised hydrogen supply chain** and designing the **hydrogen infrastructure for airports**.
- ◆ The signing in November 2022 of an [agreement between Groupe ADP, Total Energies and the Fédération Française Aéronautique \(FFA\)](#) to install **charging stations for electric aircraft** at the Toussus-le-Noble, Etampes and Pontoise aerodromes in order to support the decarbonisation of light aviation.



© Groupe ADP

Electric aircraft charging stations

Groupe ADP is also a member of two European alliances through ACI Europe, which aim to promote the emergence of SAF and H2 technologies for aviation in Europe: RLCF (Renewable Low Carbon Fuel) and AZEA (Alliance for Zero Emission Aircraft).

Lastly, the Group is playing an active role in preparing the national trajectory for the decarbonisation of the air transport sector (Art. 301 of the Climate and Resilience Law) - **the French Strategy for Energy and Climate - SFEC**²⁵ or **Stratégie française sur l'énergie et le climat** in French - coordinated by the French Civil Aviation Authority (DGAC) and mandated by the French Directorate General for Energy and Climate (DGE). Alongside France Hydrogène, Groupe ADP has led the working group responsible for assessing the suitability of airport infrastructures for new aircraft energies.

²³ <https://presse.groupeadp.fr/h2jv-airliquide-groupeadp/?lang=en>

²⁴ This call for expressions of interest, launched in February 2021 in conjunction with the Île-de-France Region, Air France-KLM and Airbus, led to the identification of 11 projects demonstrating the potential for an airport hydrogen industry.

²⁵ The SFEC will be France's updated roadmap for achieving carbon neutrality by 2050 and ensuring that our society adapts to the impacts of climate change.

Groupe ADP is also implementing various actions to **support airlines in their transition efforts**:

- ◆ Establishing partnerships with manufacturers of modules for carbon-free regional and general aviation at Paris-Le Bourget Airport
- ◆ Reduction of aircraft emissions during taxiing
- ◆ Contribution to the work of Air Traffic Control services with the ultimate aim of the widespread use of the continuous descent approach at Paris-Charles de Gaulle and Paris-Orly
- ◆ Supply of electricity and air conditioning/heating when aircraft are parked to limit the use of auxiliary engines during aircraft preparation
- ◆ Greening of ground equipment: Groupe ADP granted ground handling licences for limited services in 2021, based on criteria for greening the ground handling equipment and vehicle fleets.

In addition, Groupe ADP is helping to **improve public transport services** in Paris (Grand Paris Express lines, CDG Express, TER Roissy Picardie, 8 new bus lines planned by 2025) and is implementing a joint employer transport scheme (PDMEC²⁶) with the other companies at the Paris airports.

Another Scope 3 item, significant although complex to quantify, concerns **CO₂ emissions associated with construction activities**.

In 2022, Aéroports de Paris launched the development of a tool for budgeting the carbon impact of investment projects. The emissions taken into account in this tool are those linked to construction, maintenance and/or renovation, the consumption of heating and cooling energy, the consumption of electricity and the demolition of infrastructure. The tool will therefore make it possible to develop a CO₂ emission reduction trajectory that is compatible with the "With Supplementary Measures" (AMS) scenario of the French national low carbon strategy (SNBC or Stratégie nationale bas carbone), which can be adapted in line with successive reviews carried out by the SNBC and changes in the structuring assumptions of the AMS scenario.

Example of an achievement in 2022:

Aéroports de Paris' Engineering Division (ECP) has trialled low-carbon concrete made from calcined clays (20% metakaolin) on the reinforced topping floor and concrete infill of the columns of boarding bridge walkway F at Paris-Orly, a project linked to the commissioning of the Grand Paris Express Line 14 metro station in 2024. CO₂ emissions from concrete are reduced by 30%. This new process has also been implemented for work on the boarding bridge walkway between satellites 1 and 7 in Terminal T1.

It is intended to be rolled out more widely in the months and years to come as part of the draft carbon budget for projects led by Groupe ADP, initially in Paris and then within the TAV Group and AIG.

Our approach to climate progress

In 2022, Groupe ADP launched the SBTi²⁷ certification process for its climate trajectory (1.5°C scenario for Scopes 1 and 2 and well below 2°C for Scope 3²⁸). The definition of this trajectory will be based on the actions undertaken to reduce the carbon emissions of Groupe ADP and its stakeholders.

These have been formalised in roadmaps for 2030 and are listed below.

Groupe ADP's new climate commitments, including quantitative data for the Paris airports, are presented in the dedicated section on page 38.

²⁶ The R'Pro'Mobilité and Orly Pro'Mobilité joint employer transport schemes involve 16 companies at Paris-Charles de Gaulle and 5 companies plus the regional public body Grand Orly Seine Bièvre at Paris-Orly. Formed as associations and run by the Val-d'Oise and Val-de-Marne Chambers of Commerce and Industry, their aim is to implement a joint sustainable transport policy for their employees by offering alternative solutions to personal cars for the home-work commute.

²⁷ Launched in June 2015, the Science-Based Targets initiative (SBTi) is a joint project of the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resource Institute (WRI) and the World Wildlife Fund (WWF). The initiative aims to encourage companies to set greenhouse gas (GHG) emission reduction targets consistent with scientific recommendations.

²⁸ The Paris Agreement calls for the increase in global average temperature for Scopes 1 and 2 to be kept to 1.5°C and for Scope 3 to be kept "well below" 2°C.

AIRCRAFT PARKING AND TAXIING

ELECTRICAL AND AIR CONDITIONING EQUIPMENT



Our challenges

Climate (and air quality) impact of using aircraft auxiliary engines in the absence of alternatives (400 Hz sockets, 50 Hz sockets, mobile electric air conditioning units).



Our 2022 achievements

- ◆ **100%** of the aircraft contact stands are already equipped with **400 Hz power sockets at Paris-Charles de Gaulle and Paris-Orly**, to supply electricity to parked aircraft.
- ◆ Continue the roll-out of **50 Hz** sockets for remote stands.
- ◆ For aircraft air conditioning, a technical policy of deploying **high-powered 50 Hz sockets (250A)** has been selected; ground handlers will connect mobile electric air conditioning units to them.



Our objective

100% of aircraft contact stands will be equipped by 2025 and remote stands by 2030 at Paris-Charles de Gaulle and Paris-Orly (significant reduction of CO₂ emissions and pollutants).

TAXIING OF AIRCRAFT



Our 2022 achievements

- ◆ **Continue the work undertaken with airlines and Air Traffic Control Services:** pre-departure sequencing; optimisation of taxiing time and reduction of "stop and go"s; widespread roll-out of the engine N-1 or N-2 practice; incorporation of sustainable fuels; roll-out of innovative technologies to develop green taxiing (TaxiBot trial planned at Paris-Charles de Gaulle and electric taxiing trial at Paris-Orly).
- ◆ **Testing of TaxiBots** on medium-body aircraft at Paris-Charles de Gaulle, in partnership with the Air France - KLM Group in 2024 as part of the OLGA (hOListic Green Airport) project²⁹.



Our objective

Reduce taxiing CO₂ emissions **by 10%** by 2025.

GROUND SUPPORT EQUIPMENT (GSE)



Our challenges

Increase the reductions in CO₂ and pollutant emissions already undertaken by electrifying some of the ground support equipment.



Our objective

75% carbon-free equipment for limited services (passenger staircases, baggage tractors, baggage conveyors, loaders, pushback tugs) in 2025 for Paris-Charles de Gaulle and Paris-Orly airports. This target is set to rise to 90% by 2030, making Paris-Charles de Gaulle and Paris-Orly among the most advanced European airports in this area.

AIRPORT CONNECTIVITY



Our challenges

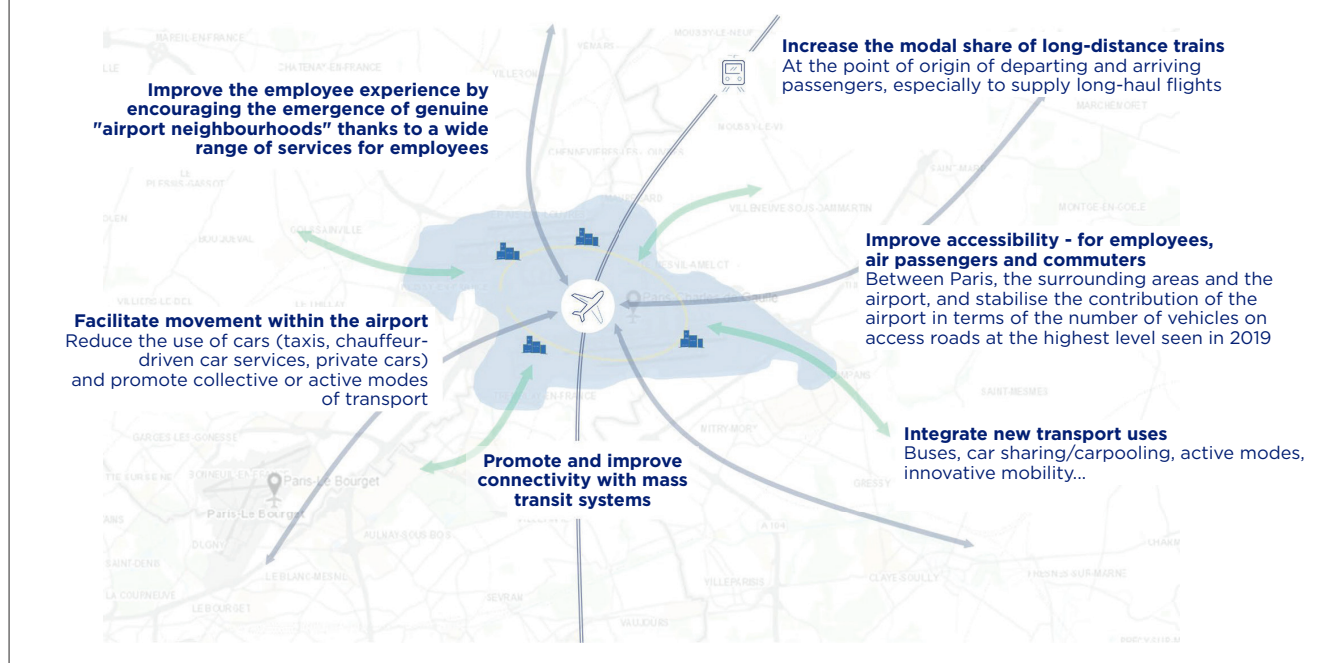
Offer each traveller the opportunity to choose the mode of transport with the lowest environmental impact, whatever their destination: active modes, bus, train, carbon-free aircraft, etc., by creating integrated multimodal hubs, the new central feature of airports, thanks to:

- ◆ denser and more compact infrastructure
- ◆ better connectivity with the surrounding areas for the development of cross-benefits
- ◆ management of congestion on the roads.

²⁹ Project supported by the European Commission and funded by the Horizon 2020 research and innovation programme.

BE A PIONEER IN THE MULTIMODAL OFFER

Towards a new relationship with airport territories at Paris-Charles de Gaulle



Our objectives

Develop intermodality for long-distance transport with a target of **an additional 50% of passengers at Paris-Charles de Gaulle and 100% at Paris-Orly** taking rail-air connections by 2025 compared to 2019.

- ◆ **Ensure connectivity for daily journeys:** eight new public transport lines will be commissioned or under construction by 2025 to serve the Paris airports with extended service hours:
 - ▶ Opening of the Paris-Orly multimodal hub in 2024, served by Line 14 of the Grand Paris Express
 - ▶ Other routes to complement this offer, at Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget before the end of the decade: Lines 17 and 18 of the Grand Paris Express, CDG Express, BHLS (bus with a high level of service) in Val-d'Oise and Seine-et-Marne, Roissy-Picardie regional train, etc.
- ◆ **Review the role of the car at our airports** and further encourage sustainable mobility: active modes (bicycle scheme at Orly in particular), electric mobility for employees, and car sharing with the roll-out in 2021 of a new shared offer (Karos) at our Paris airports.
- ◆ Further extend remote working and encourage the reduction of the use of private cars as part of our Joint Employer Transport Schemes (PDMEC).

Best practices in all these areas will be shared with our international subsidiaries.

IMPLEMENTATION OF A CARBON BUDGET FOR INVESTMENT AND PROCUREMENT PROJECTS

Developed in 2022, carbon budgeting will first be trialled at the Paris airports in 2023, before being extended to TAV Airports in 2024 and rolled out across the board in 2025. In 2023, Groupe ADP will thus continue to test and implement low-carbon materials and techniques (metakaolin concrete and electric and/or hydrogen-powered site vehicles).

We are also working on controlling emissions for our procurement and construction projects. In 2022, we defined a method for controlling and reducing emissions based on a multi-step approach:

- i. Identification of suppliers (TOP 100) and markets with the highest CO₂ emissions
- ii. Initiation of constructive dialogue with a view to decarbonising their services
- iii. Simultaneous implementation of a “carbon criterion” in contracts with a significant or critical impact
- iv. Strengthening the CSR weighting so that it carries more weight in the rating of our service providers’ applications.

For investment projects worth more than €5 million in Paris:

- v. Quantification of impacts at the smallest possible scale
- vi. Analysis of levers and projection of potential gains
- vii. Setting of CO₂ targets on a market-by-market or project-by-project basis, incorporating them into our contractual clauses.

► Adapting to climate change: Increasing numbers of extreme weather events

Given its activities exposed to external and internal environmental risks (in particular risks related to climate change), Groupe ADP could be severely affected by the occurrence of events related to natural phenomena or extreme weather conditions. These events could disrupt the operation of airport infrastructure directly, by reducing operating capacity or by temporarily closing facilities. They could also have an impact on the operation of airlines, essential service providers or the critical networks necessary to the Group’s functioning (electricity, water, roads, fuel, etc.).

In 2022, Groupe ADP commissioned a study of the risks linked to the consequences of climate change at the 27 airports where it has a presence. The assessment of current and future climate risks for its portfolio should also make it possible to identify the most critical sites and the most impactful climate hazards (based on the European taxonomy of climate-related risks), taking into account the SSP5-8.5 global warming scenario projected for 2030.

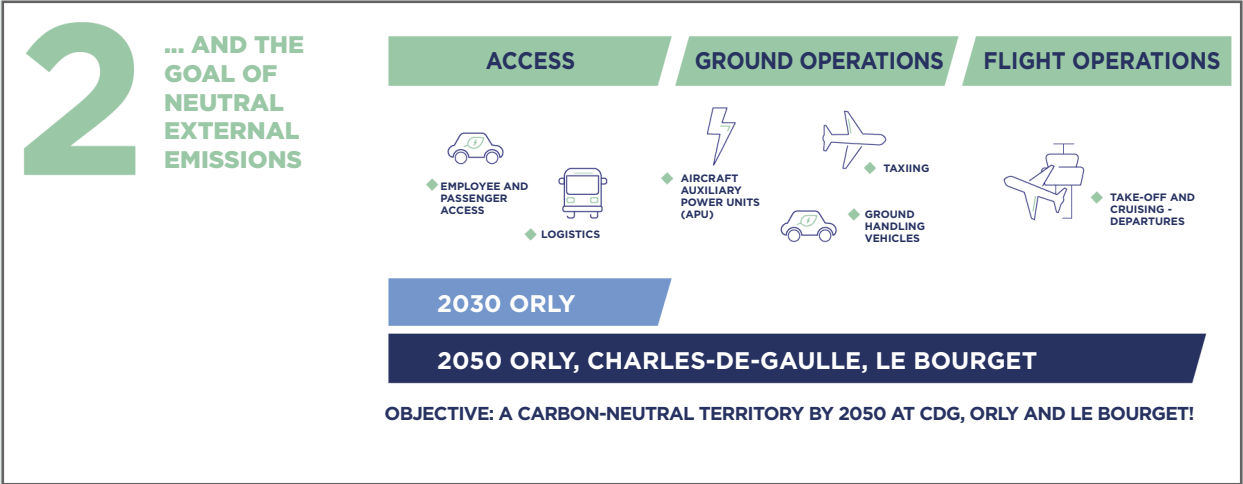
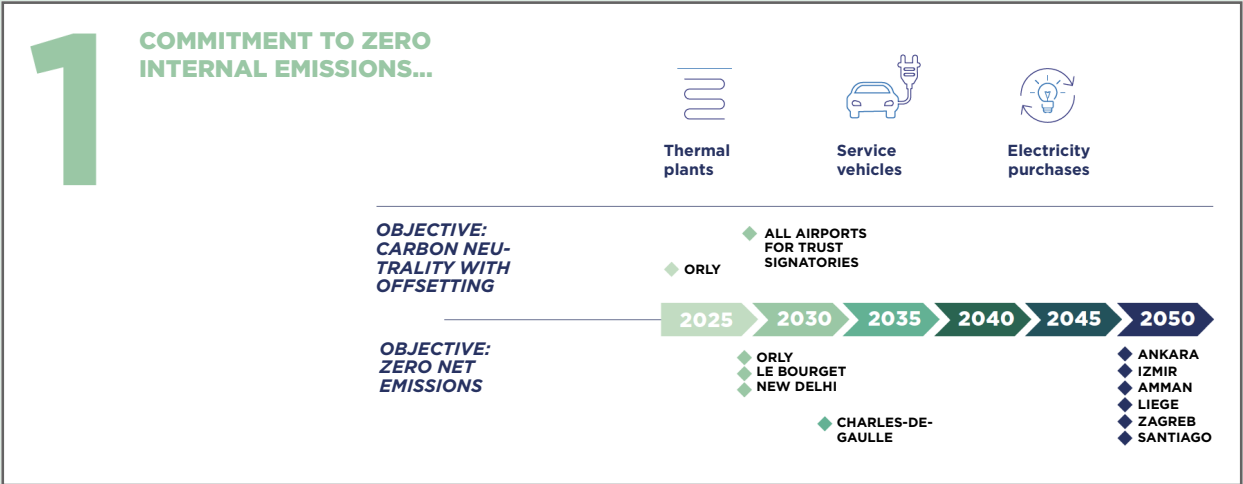
This study takes into account:

- ◆ Physical climate risks, which include acute climate risks (hazards caused by events, including extreme weather events such as cyclones, droughts, earthquakes or floods) and chronic climate risks (long-term changes in climate patterns that can lead to continuous changes in climate variables such as rising sea levels, water scarcity, etc.).
- ◆ Physical climate risks are calculated on the basis of the hazard (heat risks, energy risks, flood risks, geophysical risks, wind and convection risks, etc.), exposure (the location, physical attributes and value of assets or people that could be affected by a hazard), and vulnerability (the propensity or predisposition to being adversely affected by a hazard; encompasses a variety of concepts and elements, including sensitivity or susceptibility to damage).
- ◆ Transitional climate risks: alongside the study of physical risks, Groupe ADP has studied the risks and opportunities of the transition to a low-carbon economy.

CLIMATE FOCUS

AIRPORTS HELPING THE CLIMATE TRANSITION OF AIR TRANSPORT

All of the Group’s climate ambitions are summarised below:



UNDERSTANDING OUR COMMITMENTS

Carbon neutrality

Means reducing our emissions as much as possible. To offset residual emissions, we will finance environmental projects reducing the emission of greenhouse gas (GHG) into the atmosphere.

Net Zero emissions

Means that residual emissions are no longer offset but are captured and stored and/or reused.

Internal emissions

These are linked to our direct activity - heating and supply of water and electricity to infrastructures, running our vehicles, etc. Also known as Scope 1 and 2.

External emissions

These are related to airport activity, including all companies operating at the airport. External ground emissions (ground access and operations) and aircraft emissions (take-off, landing and cruising emissions of departing aircraft - full journey of the aircraft) cover Scope 3.

In particular, the commitment to a carbon-neutral territory by 2050 is truly innovative, given its scope which includes all ground emissions and the cruising emissions of all flights departing from the Paris airports. It is based on a favourable European regulatory context ([Fit for 55](#)), the European aviation sector's [Destination 2050](#) roadmap, the commitment to carbon neutrality in international aviation by 2050, adopted at the ICAO in October (the "Long Term Aspirational Goal") and the French National Low-Carbon Strategy for road transport.

In addition to these ambitions, Groupe ADP:

- ◆ is building on significant progress already made in reducing its Scope 1 and 2 CO₂ emissions for more than a decade and in separating the trajectory of CO₂ emissions from aircraft and air traffic trends³⁰
- ◆ acknowledges the need for a rapid climate transition, incorporating the notion of a carbon budget, with a view to respecting a carbon trajectory in line with the IPCC's (Intergovernmental Panel on Climate Change) 1.5°C scenario for its internal emissions and "well-below 2°C" for its Scope 3 emissions, in line with the Paris Agreement.

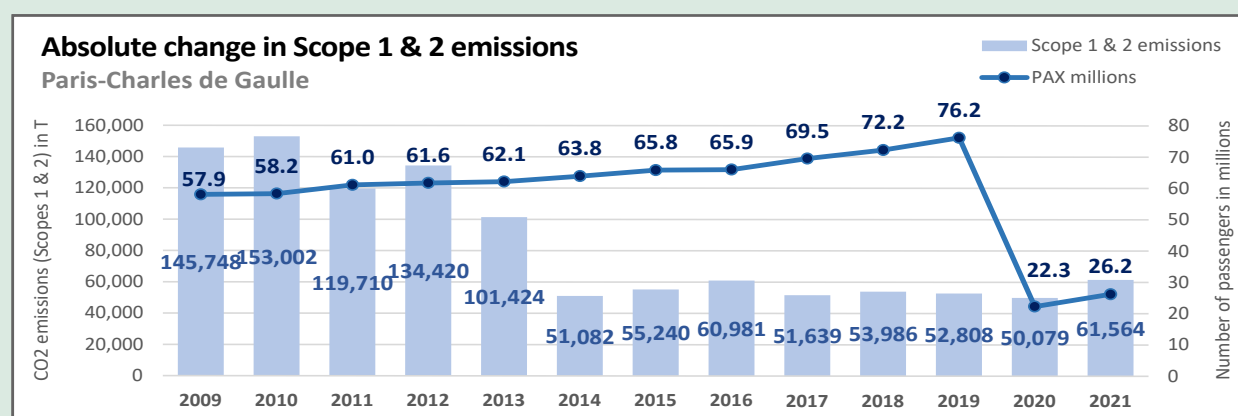
In May 2022, Groupe ADP launched the SBTi (Science-Based Targets initiative) certification process for its carbon trajectory, based on the latest SBTi standards and requirements.

To date, significant and corroborated progress can be observed:

► **For Scopes 1 and 2 (see diagram on page 29, section 2.2.2)**

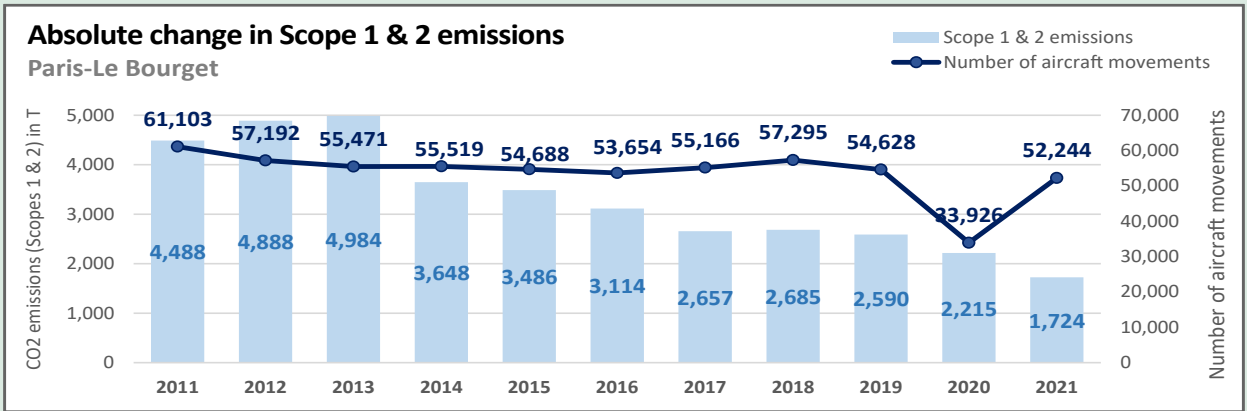
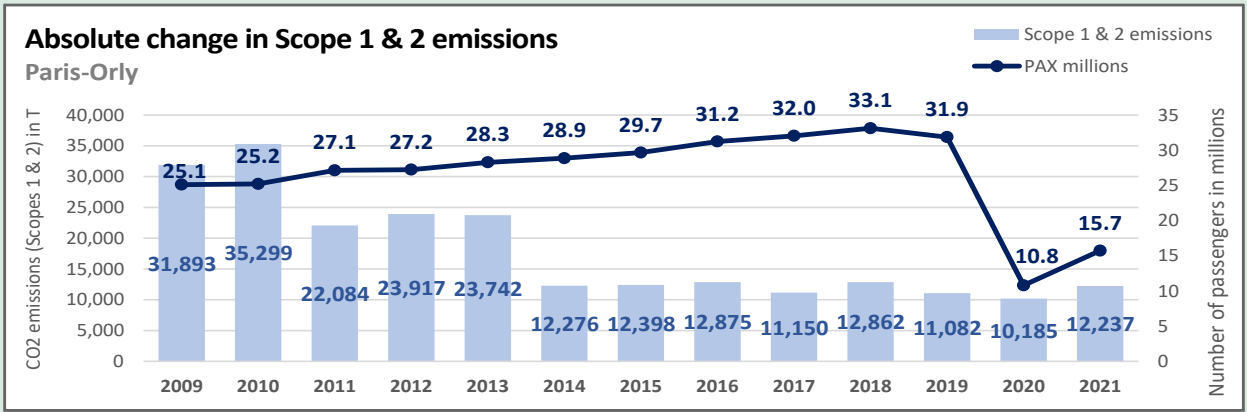
The Scope 1 and 2 CO₂ emission trajectories of the three Paris airports attest to the beneficial effect of the investments made to increase the use of renewable energies (geothermal energy at Paris-Orly; connection to the waste heat of the Rungis incinerator to further industrial and territorial ecology; biomass power plant at Paris-Charles de Gaulle; heat pump at Paris-Le Bourget) and to improve energy sobriety.

The actions taken by Groupe ADP to control its energy consumption and reduce its carbon content are detailed in its annual management report and in its annual CSR report³¹. They have both been incorporated into an energy sobriety plan during the second half of 2022, due to the energy context (national solidarity to reduce the risks of load shedding).



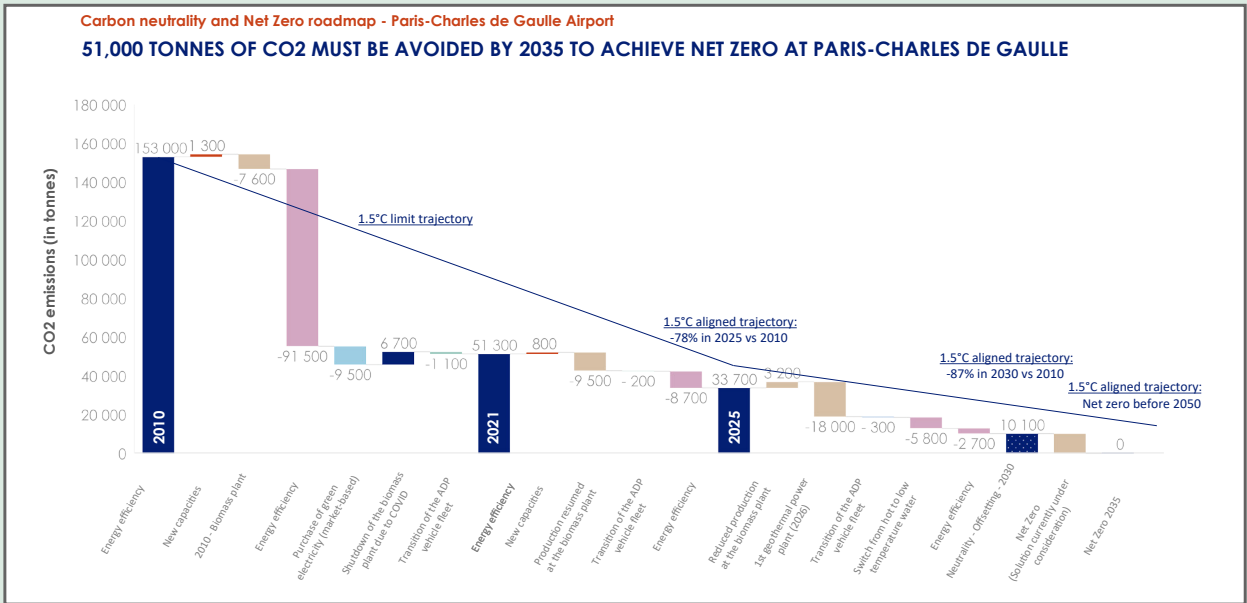
³⁰ The energy efficiency of the aircraft fleet increased by 36% between 2000 and 2017.

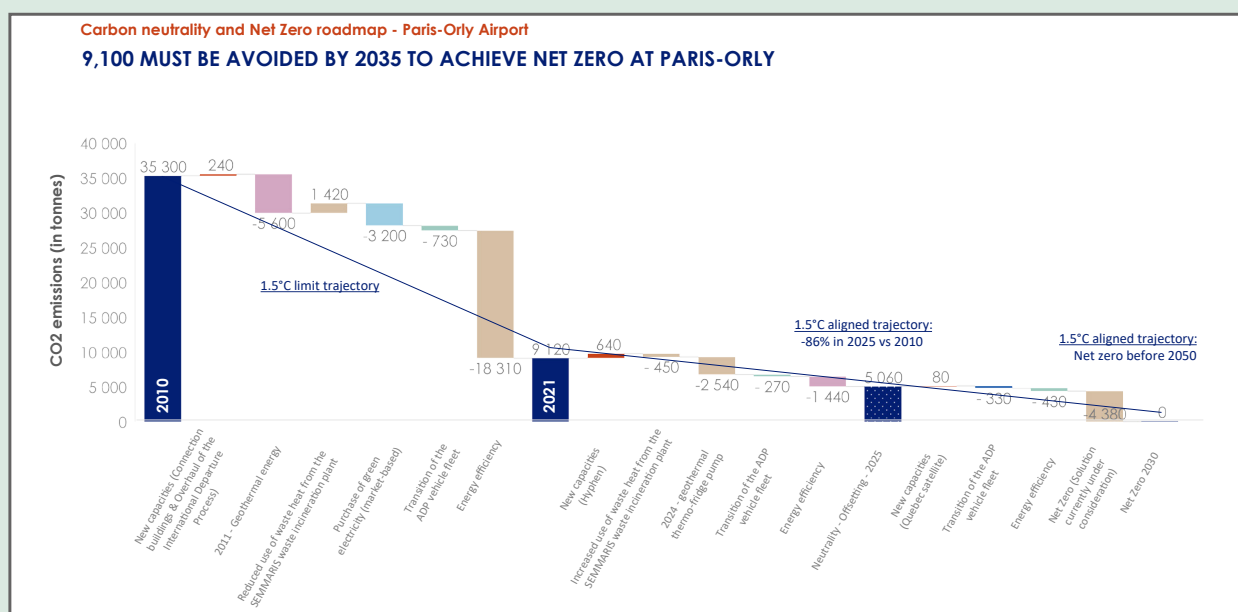
³¹ [CSR documents - 2025 Pioneers for Trust - Groupe ADP \(parisaeroport.fr\)](#)



Achieving carbon neutrality and zero net emissions also relies (for all three airports) on a combination of renewable energy (geothermal energy at Paris-Charles de Gaulle in 2026, heat pump at Paris-Orly in 2024), investments in energy efficiency, transition of vehicle fleets, use of 100% carbon-free electricity (in force since 2021), offsetting of ADP employees' business travel, and innovative solutions to remove residual tonnes of CO₂ from the atmosphere (biomethane, industrial CO₂ capture, nature-based solutions, etc.).

The current estimated internal CO₂ emission trajectories from Paris-Charles de Gaulle and Paris-Orly between now and 2030 are provided below. At the date of publication of this Vigilance Plan, these trajectories are being updated. The next review will demonstrate and highlight the consistency of the emission reduction trajectory with the SBTi requirements and the IPCC 1.5°C scenario.





► For Scope 3

With regard to estimated Scope 3 emissions, Groupe ADP has precise internal emissions trajectories for the main emission source, i.e., aircraft emissions. They are based on specific assumptions of improved intrinsic performance of aircraft technologies, improved operations, the uptake of sustainable aviation fuels (consistent with the incorporation mandates announced in ReFuel EU) and of liquid hydrogen technology for short- and medium-haul flights.

These trajectories, although not yet public at the time of publication of this report, are largely based on the [Destination 2050](#) roadmap published in February 2021, and constitute a local variation of it for our airports. They are also aligned with the national roadmap feeding into the French Strategy for Energy and Climate (SFEC), a strategy in which ADP has been heavily involved in defining a trajectory for decarbonising air transport.

The concrete actions backed by these trajectories, as well as the actions included in the CO₂ emission reduction roadmaps for the other Scope 3 emission sources, are described in section 2.2.3 of this document.

The fight against climate change requires changes to infrastructure and technological breakthroughs, such as that described above. But one crucial element in this fight is changing human behaviour and ways of thinking. Which is why Aéroports de Paris is strongly committed to employee training and awareness raising. In 2022, Aéroports de Paris continued to arrange **climate fresks** for its teams. More than 700 employees have been able to learn about the challenges of climate change using this educational and scientific tool based on data from the work of the IPCC.

Our approach to progress in terms of raising awareness of climate change

Following on from the awareness raising sessions for 700 employees in 2022, including its Executive Committee, Groupe ADP has set itself the **target of arranging Climate Fresk awareness-raising sessions for 100% of permanent employees** of Aéroports de Paris SA **by the end of 2025**. This roll-out to more than 5,000 employees will continue over the next 3 years.

2.2.4. Air

► Contributing to reducing the degradation of local air quality

The actions undertaken to limit CO₂ emissions also make it possible to reduce the deterioration of air quality ([see 2.2.3 Climate](#)).

► Increasing the risk of pollution peaks leading to operational restrictions

Peaks in regional air pollution levels frequently occur, and information/recommendation and alert procedures are triggered by Airparif (air quality observatory in Paris), specifying the actions to be taken to limit pollution. Some of the actions, and in particular the French Civil Aviation Authority's (DGAC) national action plan in the event of prolonged peaks, may lead to operational restrictions.

For its Paris airports, Groupe ADP has defined an internal procedure for the management of peaks in air pollution, which specifies the actions to be taken by all entities that can act to limit emissions during such peaks.

The procedure, originally presented in 2021, is still active in 2022 and is based on awareness-raising actions: sharing of information with Aéroports de Paris employees, the aviation community, and anyone visiting our airports, through messages on road signs. It also includes actions to reduce emissions, e.g. in case of an information/recommendation procedure:

- ◆ Adaptation of the setpoint temperature in certain areas of the airports at certain times
- ◆ Reduced operation of fixed facilities whose emissions contribute to the pollution peak
- ◆ Implementation of specific requirements laid down by the ICPE³² operating authorisation

And in the event of an alert procedure (non-exhaustive list):

- ◆ Postponement of maintenance work and certain operations that emit particles, nitrogen oxides or VOCs (Volatile Organic Compounds)
- ◆ Reduced use of generators
- ◆ Reduced use of solvents
- ◆ Reminder to external stakeholders of best practices in the event of a pollution peak
- ◆ Postponement or reduction of activity on dust-generating sites and use of compensatory measures (watering preferably with non-drinking water, etc.) as far as possible, without jeopardising aeronautical safety and in compliance with contractual provisions.

In addition to the actions undertaken by Groupe ADP, the DGAC³³ provides reminders of the ban on engine testing, the respect of APU operating times, and the prohibition of training laps at general aviation aerodromes, except for those carried out as part of an initial training course provided by a declared, approved or certified organisation, with an instructor on board or supervising the course.

Our approach to progress on ultra-fine particles

Groupe ADP contributes to Airparif's general interest study on ultra-fine particles. As part of the study, measurements are taken at various locations, especially in the vicinity of road traffic and airports. The first measurement campaign, carried out in 2022 at Paris-Charles de Gaulle, will continue in 2023 with a second measurement campaign. The results will be available in 2023.

³² Classified Facilities for Environmental Protection.

³³ French Civil Aviation Authority.

2.2.5. Noise pollution

► Noise pollution for local residents and airport employees

The Paris airports already have significant operating restriction measures in place to protect local populations, including:

At Paris-Orly:

- ◆ A full curfew (11:30 pm - 6:00 am) since 1968 and operations capped at 250,000 annual slots since 1996.

At Paris-Charles de Gaulle:

- ◆ The setting of a maximum number of flights in the middle of the night (12:00 am - 05:00 am for departures and 12:30 am - 05:30 am for arrivals), coupled with an obligation to return unused night slots
- ◆ The introduction of so-called soft descent procedures for night flights between 12:30 am and 05:00 am
- ◆ The setting of an overall noise emission cap from aviation activity monitored by an annual indicator (IGMP: Measured and Weighted Noise Indicator).

At Toussus-le-Noble:

- ◆ Prohibition of access to the airport for aircraft above a certain noise threshold based on the Calipso³⁴ classification.

To go further, Groupe ADP is resolutely committed, in close collaboration with the public authorities, to monitoring (via the Groupe ADP Laboratory), controlling and reducing the noise footprint of its Paris airports.

The actions put in place concern each of the pillars of the balanced approach as defined by ICAO³⁵ and translated into European law (Regulation (EU) No. 598/2014 of the European Parliament). The monitoring of noise abatement measures for each of the pillars and the development of new protection measures are summarised in the five-year Environmental Noise Prevention Plans (PPBE) for each airport. The main measures include the following:

► Reduction of noise at source:

Through the implementation of a pricing system encouraging the renewal of next-generation fleets offering better acoustic performance, the incentive for which has been strongly reinforced for the 2022 pricing period.

► Land planning and management:

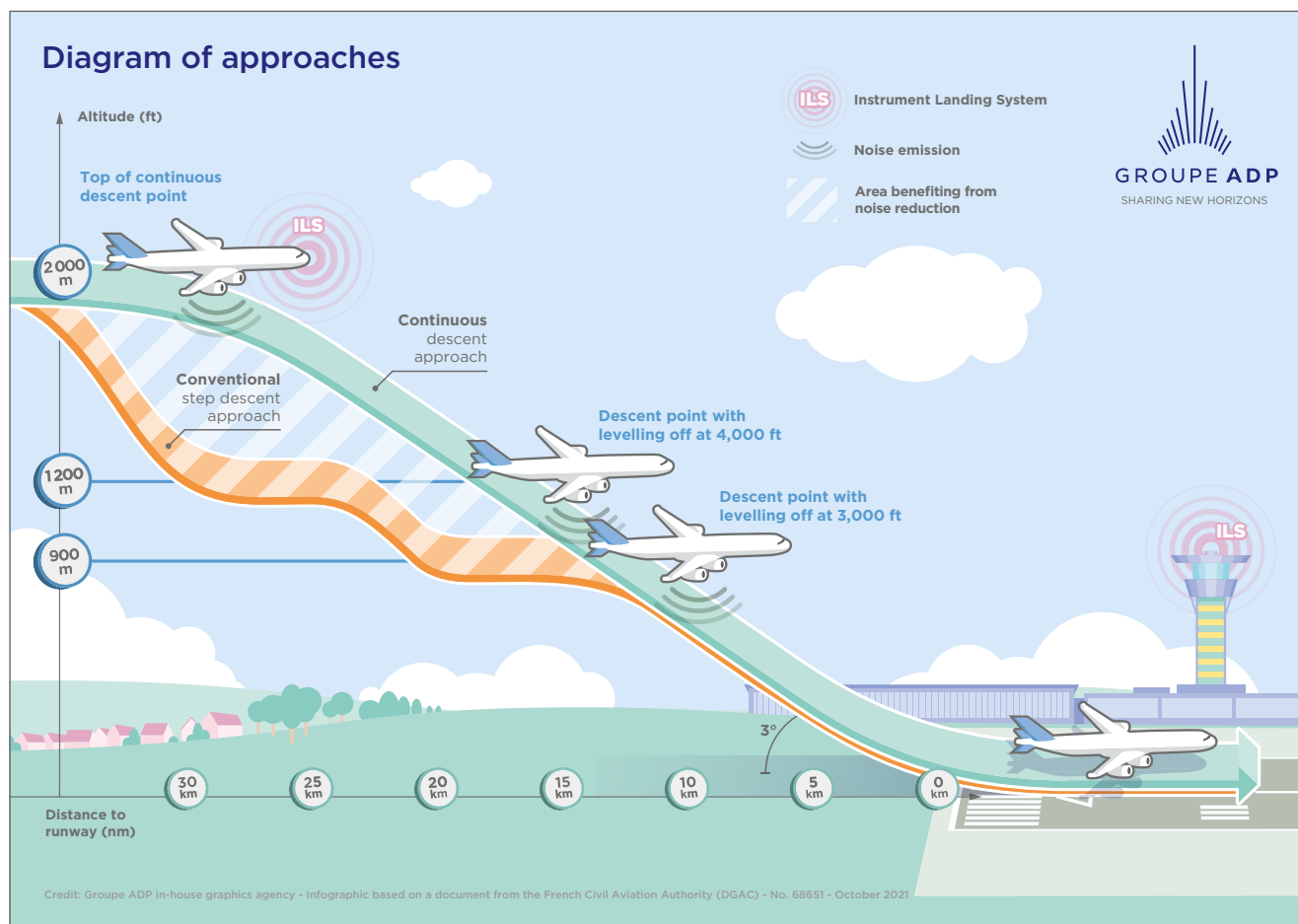
Through the implementation by the State of a Noise Exposure Plan (PEB) preventing any additional homes from being added to areas most exposed to noise, and a Noise Pollution Plan (PGS) which sets out the areas most exposed to noise in which airport residents can benefit from aid to soundproof their homes. Groupe ADP manages the assistance with soundproofing scheme for homes around Paris' three main airports, and is working to strengthen the scheme, improve awareness of it among those eligible, and reduce the time taken to approve work.

► Low-noise operational procedures:

Through the implementation of [continuous descent](#) arrival procedures which the French Air Navigation Services (DSNA) has set for Paris-Charles de Gaulle and Paris-Orly.

³⁴ A system to classify light aircraft according to their sound performance (4 performance levels).

³⁵ International Civil Aviation Organisation.



Our approach to progress against noise pollution

- To take things even further, a noise objective has been set in the Paris-Orly Environmental Noise Prevention Plan (PPBE), which provides for a 6-dB reduction in ground level noise compared to the level recorded in 2018, once traffic returns to 2018 levels (the hypothetical deadline is 2026).

To achieve this objective of absolute noise reduction, a new competent authority must be appointed by the State to carry out an impact study using the balanced approach. This will make it possible to assess the advisability of additional protection measures at Paris-Orly, seeking the best balance between improving the quality of life of local residents and preserving the economic and operational capacity of the airport and its stakeholders.

- For Paris-Charles de Gaulle, the draft PPBE drawn up with stakeholders in 2022 sets out proactive measures to reduce noise pollution until 2026. The plan will shortly be signed by the relevant prefects.

The appointment of a new authority by the State to carry out balanced approach studies will also enable work to begin on Paris-Charles de Gaulle. At Paris-Charles de Gaulle, this study will focus on noise generated by flights in the middle of the night, currently being dealt with by the Night Flight Monitoring Committee.

- Beyond the framework of the balanced approach, Aéroports de Paris is also working to optimise airport operations in order to avoid noisy operations: reduce taxiing times, encourage take-off at the runway threshold, respect for slots, engine testing procedures, reduced use of APUs, support and encouragement for the use of engine n-1/n-2 taxiing procedures, and optimisation of pre-departure sequencing procedures, resulting in reduced engine use.

2.2.6. Soil pollution

► Diffuse pollution, accidental pollution

The Group's airports are mainly located in the proximity of urban, industrial and fairly artificial areas. The issue of managing the environmental quality of the soil is dealt with in accordance with the regulations in force, and pollution prevention and management measures have been implemented.

The main risks of accidental chemical pollution of the soil on our land are linked to potentially polluting activities carried out by third-party operators, in particular:

- ◆ The storage and distribution of jet fuel (not directly carried out by Groupe ADP).
- ◆ Various industrial activities classified as ICPEs. These are located in particular areas of the airports.

Within the framework of the ISO 14001 standard, pollution risks are regularly assessed. In France, an update of the internal procedures for the prevention and management of soil pollution was finalised in 2022, based on feedback from the Paris airports. These procedural elements are detailed in the 2021 Vigilance Plan. They specify, in particular, the provisions to be included in tenancy agreements as well as the checks to be carried out on at-risk tenants in order to prevent pollution risks and the management and information measures for third parties in the event of accidental pollution.

In charge of technical and regulatory monitoring, the ADP SA Laboratory and the environmental management systems work to identify the most critical substances in our processes and in some of those used by our stakeholders, and to find more effective means of substitution or treatment. Since 2022, the ADP SA Laboratory has been working with its partner VALGO on a programme relating to PFAS (poly or perfluoroalkyl substances), toxic and highly persistent emerging pollutants, for which regulations are evolving rapidly and in a very restrictive manner. Their extensive use in industry over several decades (particularly in firefighting foams) exposes the airport sector to the risk of environmental contamination. Based on this observation, several internal awareness-raising actions were carried out in 2022, and a preliminary assessment of this risk at ADP's Paris airports (inventory of uses, products and users) was initiated.



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Our approach to progress against soil pollution

- As part of a partnership between the Aéroports de Paris Laboratory, the information systems and site management teams, work is underway to develop monitoring tools to improve the awareness and traceability of information on the tenants of our sites in order to better control third-party pollution. The first version of a dedicated tool, put online in 2022, is now operational and, when completed in 2023 or 2024, will provide an effective database for researching historical pollutants and understanding the soil and groundwater beneath the Paris airports.
- Continuation of the Laboratory's work on the most critical substances in our processes and in some of those used by our stakeholders, and research into more effective means of substitution or treatment, as well as raising staff awareness of these risks.

2.2.7. Biodiversity

► Damage to biodiversity

Groupe ADP's responsibility and challenges in contributing to activities that harm biodiversity can be identified at two main levels of the value chain. These risks are little known within the airport community. However, the collapse of biodiversity is causing tensions in supplies, the appearance of zoonoses (such as Covid-19) and difficulties in executing airport development projects due to the land artificialisation inherent in such projects.

Groupe ADP has therefore placed the identification and management of the risks associated with this erosion at the heart of its new environmental policy. This issue is addressed from two angles:

- ◆ the dependence of these activities on ecosystem services provided by nature
- ◆ the impacts of the Group's activities (airport operations, terminal retail services, diversified real estate management and energy supply) on biodiversity and nature in general, taking into account the five main pressure factors (climate change, land use change, pollution, overexploitation of resources, invasive species).

In 2022, Groupe ADP carried out a study specifically aimed at determining the Group's main impacts and dependencies on nature.

With regard to dependencies, it highlights:

- a major current dependency - availability of abundant, good quality drinking water - and a medium dependency on the so-called "climate regulation" service, for its assets in France
- the Group's dependency on the availability of plant fibres is currently low, but will require future vigilance in terms of sustainable development and construction policies, particularly for wood and insulation materials.

The Group's biodiversity impacts consist of: artificialisation of soils of a global land ownership in various ecosystems, fragmentation of habitats, pressure on resources (purchases of equipment and raw materials to build and operate infrastructure and supply shops and restaurants in the terminals), and environmental pollution (discharges into water, soil, air).

In addition to identifying these activities, this study has made it possible to carry out an initial relative assessment by positioning the impact of aircraft at half-cruising speed and terminal retail sales (upstream, during the production and supply of goods and services) as the two activities with the greatest impact on biodiversity among the Group's activities studied.



In order to reduce our impact and develop our resilience to our dependency on biodiversity, voluntary strategic commitments have been made from 2022 within the new CSR Roadmap 2025 Pioneers for Trust. They are in line with our previous commitments with [Act4nature international](#) - and [Entreprises Engagées pour la Nature](#), a national scheme run by the French Office for Biodiversity. They will be strengthened from 2023 by incorporating the conclusions of the *Impacts and Dependencies* study.

In 2022, the Group also ramped up its efforts to raise awareness and provide training on biodiversity to its staff and, more broadly, to all airport stakeholders, notably by resuming biodiversity visits to the Paris airports, with the introduction this year of new protocols (drawn up in conjunction with the French National Museum of Natural History). Similarly, after the dual certification of Paris-Orly Airport as a biodiversity pioneer (Aéro Biodiversité Level 3 and the airport's eco-garden), the start of 2023 saw Paris-Charles de Gaulle Airport awarded Aéro Biodiversité Level 2 certification for its management of green spaces and the fauna and flora species present at the airport.



Our approach to progress in terms of biodiversity

- ▶ Improve the average biodiversity index of our airports worldwide between 2020 and 2030 and preserve areas dedicated to biodiversity at our Paris airports (30% of the surface area at Paris-Orly and Paris-Le Bourget and 25% at Paris-Charles de Gaulle)
- ▶ Reduce our impact on biodiversity by abandoning the use of phytosanitary products by 2025 at all our Paris airports and by 2030 for airports that have signed the Airports for Trust charter
- ▶ Take account of ecological continuity and pursue a policy of Zero Net Soil Sealing on new projects
- ▶ Continue our work and strengthen our relationships with the scientific community, associations and universities on the topic of biodiversity Joint actions with the French Biodiversity Office, the French National Museum of Natural History, the Aéro Biodiversité association and the French League for the Protection of Birds (LPO) are therefore planned or scheduled
- ▶ Extend the Group's Major Impacts and Dependencies on Nature study conducted in 2022 in France to cover international controlled airports from 2023
- ▶ Systematically include the consideration of biodiversity and other possible links (e.g. treatment of water from soil sealing / soil artificialisation and biosourced materials) in the environmental assessment criteria for investment projects

▶ Trafficking of protected species and bushmeat

Wildlife trafficking is one of the four most lucrative criminal activities in the world, one of the main threats to biodiversity and a major risk to public health. With increasing contact between wildlife, livestock and humans, IPBES³⁶ predicts more frequent pandemics that will spread more rapidly and cause more damage to the global economy than Covid-19. As destinations and transit points for many international flights, airports represent a significant risk of importing zoonotic diseases³⁷, especially via flights from Africa and Asia.

Groupe ADP is fully aware of these issues and committed to the fight against wildlife and bushmeat trafficking. To facilitate the destruction of seized goods, Groupe ADP has provided the Paris-Charles de Gaulle customs unit with a cold room in which to store them before they are incinerated by an approved operator. An awareness-raising campaign, conducted jointly by airport industry stakeholders (Union des Aéroports Français, Aéroports de Paris, and other airports), airlines (Air France-KLM), customs, veterinary services and biodiversity protection associations (IUCN³⁸ in particular), was rolled out during the peak season in summer 2022.

³⁶ IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. IPBES report on biodiversity and pandemics released on 29 October 2020.

³⁷ Diseases that can be transmitted between animals and humans.

³⁸ International Union for Conservation of Nature.

In 2022, the Group also committed to WWF's Logistics and Transport initiative. An internal working group within ADP SA has been set up to improve the cross-functional sharing of information, training and action coordination (notably involving Paris-Orly and Paris-Le Bourget airports). ADP has also continued its exchanges with leading institutions (IUCN) and public authorities (Customs, Police) in order to establish ways of improving the fight against the trafficking of protected species over the short and medium term.

Our approach to progress in the fight against the trafficking of protected species

In 2023, Groupe ADP will continue to develop its efforts, in particular through the following measures:

- ▶ Definition of a multi-year action plan incorporating ADP SA's various commitments (Buckingham Palace Declaration, WWF Logistics and Transport Initiative, etc.), the recommendations of the IUCN report of December 2022 and the projects launched by the dedicated internal working group to structure and improve the training of airport staff and interdepartmental operations and to make any necessary investments. An initiative to extend these efforts internationally will also be pursued in 2023.
- ▶ Strengthening relationships and joint actions with Paris-based players (Air France, UICN, WWF, Customs, etc., notably through the working group co-chaired by Air France and Groupe ADP).

2.2.8. Water

▶ Consumption (quantity, pressure, conflicts of use)

Water consumption is mainly related to direct infrastructure development and operation activities (cleaning, maintenance, cooling, etc.) and to the consumption of domestic hot water by the users of our infrastructure (passengers, stakeholders, employees).



The availability of abundant, good quality water is the Group's primary dependency on nature, as revealed by the study carried out in 2022 ([see section 2.2.7 on Biodiversity](#)). It is therefore crucial that airports contribute to reducing water scarcity in the areas in which they are located.

This involves rationalising the use of water at the Group's airports (for example, at Orly for non-drinking water supplies in the terminals, some of the airport's firefighting systems and for cooling, and at Amman for irrigation) and optimising the supply networks (reducing the leakage rate from the networks). To this end, the installation of water-saving equipment has become widespread, and a strategy for rolling out more reliable measuring equipment has been implemented to optimise and monitor the use of water in real time and detect any leaks more quickly.

For Aéroports de Paris, any pressure on water resources is linked to procurement. High-stake contracts have been identified, and CSR criteria are used to ensure that this issue is taken into account when selecting suppliers and subcontractors.

For certain international assets, foremost among them AIG, the management of water resources is vital. The Jordanian airport is fed by groundwater. This resource is exhaustible and requires optimised management. As well as creating additional wells, AIG is working with other Group entities to fine-tune a long-term water management strategy for the airport (rainwater recycling, wastewater recovery, etc.).

Liège Airport is also very committed to reducing its water consumption. This involves annual leak detection audits carried out by an external body and the recycling of rainwater from office buildings (for sanitary and cleaning purposes).

► Discharge of polluted water into the natural environment (quality, pressure)

Due to the sealing of our sites and the vehicle and aircraft traffic, rainwater is polluted by hydrocarbons. This water is collected and treated on-site by rainwater treatment systems. After treatment, this water is discharged into the natural environment (surface water).

The Aéroports de Paris Laboratory monitors the quality of rainwater discharges in real time to ensure that they comply fully with our discharge authorisation orders. It is also responsible for monitoring the quality and level of groundwater through a network of measurement points (piezometers). These checks are carried out at defined frequencies and on defined parameters in order to comply with the inter-prefectoral decrees on water applicable to the Paris airports. This monitoring is also carried out in line with Groupe ADP's policy on polluted sites and soils.

A procedure for monitoring wastewater discharges from activities at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports and the industries based at the airport is in place. Agreements exist with the managers of the sewerage systems, and the environmental authority monitors the activities related to rain- and wastewater discharges.

The close and ongoing exchange of information between our laboratory (in charge of measurements) and the airport, allows us to promote improvements in everyone's practices: limiting the use of products, improving equipment, new operating methods, and joint monitoring of new treatment technologies and new products.

The two entities share the same objective: to limit the pollution of the airport's rainwater to prevent any risk of the natural environment becoming contaminated.

Furthermore, Aéroports de Paris is pursuing a policy of signing agreements with the third-party tenants of the Paris airports discharging their water into the ADP-managed networks, in order to impose a flow logic (quality and quantity) on all airport operators, in line with the discharge authorisation decrees.

► Flooding (as a consequence of soil sealing)

Although it is not currently affected by the Zero Net Artificialisation (ZAN) law and its implementing decrees, Groupe ADP is well aware of its responsibility in terms of water management in its host areas in the Île-de-France region and as such, has made a voluntary commitment to set its own trajectory towards Zero Net Soil Sealing on new projects.

Our approach to progress in water management

- ▶ CanaMarne project: As part of the plan to improve rainwater management at Paris-Charles de Gaulle Airport, drawn up in 2013 with the Seine-et-Marne Prefecture, Groupe ADP has approved the extension of the Paris-Charles de Gaulle rainwater discharge pipe to the Marne river for the end of 2024. This project consists of discharging treated rainwater from the Renardières basin into the Marne in order to allow for the treatment of a greater quantity of rainwater.
- ▶ Mapping of the “point zero” condition of sealed/unsealed surfaces was carried out for all the Paris airports in 2022. These mappings serve to define and formalise the benchmark level in relation to the company’s ambition of Zero Net Soil Sealing at its Paris airports.
- ▶ Aware of its responsibility regarding water resources, soil and biodiversity, the Group is committed to a policy of Zero Net Soil Sealing for its new projects, with the aim of returning seepage water to nature (and groundwater in particular). Based on nature-based solutions, this policy will reduce pressure on water resources and improve the biodiversity index of the Paris airports. It should be defined during 2023 for the Paris airports.
- ▶ To combat periods of drought, Groupe ADP is planning and researching the definition and implementation of a plan to reduce water consumption at its Paris airports. This will be implemented as soon as possible during 2023.

2.2.9. Circular Economy (materials and waste)

The activities of the Group and its stakeholders generate pressure on raw materials and resources (notably for the construction, procurement and retail distribution activities). They can also lead to pollution if these materials are not properly managed at the end of their life cycle.

▶ Raw material consumption and pressure on resources

Construction and equipment purchases related to the Group’s activities require the consumption of raw materials, natural resources and various other materials.

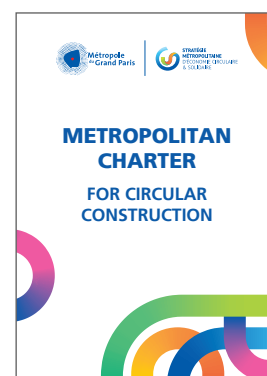
Through procurement procedures, the end-of-life concept for equipment has been introduced in high-stake contracts ([see section 2.2.3 Climate](#)). In addition, work is being carried out at the design stage to optimise the recycling of materials. This is reflected in the search for new forms of construction, such as demountable solutions (particularly for multi-storey car parks).

Lastly, with regard to the management of construction waste, Aéroports de Paris has set the target of recovering 70% of its construction waste in all contracts entered into with subcontractor companies in France.

Our approach to progress in reducing our consumption of natural resources

In 2023, the Clean Construction Site Charter, which is systematically included in all projects costing more than €3 million, will be updated to include this minimum target. This charter will also make it possible to transcribe the recommendations of the DEMOCLES call for projects “[50 exemplary project owners](#)”, which was won by the Group in 2020.

In December 2022, Groupe ADP made a commitment to the Greater Paris Metropolis in the [Metropolitan Charter for Circular Construction](#) with the aim of sharing best practices and establishing the structural foundations of the circular economy in the construction industry throughout the Metropolis. In 2023, this commitment will give rise to an action plan to include ADP in the circular and regional construction process.



Following on from the “Impacts and Dependencies” study carried out in 2022 on biodiversity, Aéroports de Paris launched a study in early 2023 of its dependencies on at-risk natural resources (metals, rare earths, construction materials, etc.). The results of this study will be disclosed during 2023 and will enable the Group’s risk mapping to be updated to include risks relating to the supply of at-risk natural resources.

Groupe ADP is also pursuing concrete circular economy initiatives, for example in its construction projects. For example, a current project to be completed in 2023 concerns the reuse of a building known as L’Arche. This has previously been used as an additional boarding lounge at Paris-Orly and is currently being moved to Paris-Charles de Gaulle where it will be used as a garage for winter maintenance vehicles. This reuse allows us to:

- ◆ avoid waste that would have resulted from the demolition and destruction of this structure
- ◆ save the natural resources that would have been used to construct a dedicated permanent building
- ◆ avoid the emission of the pollutants and greenhouse gases that would have been generated by the construction of a new vehicle garage at Paris-Charles de Gaulle.

► Waste production: pressure on resources and pollution

A significant proportion of waste (excluding construction waste) is generated at the airports by the Group’s stakeholders (passengers, airlines, tenants, etc.). Airport activities generate a wide variety of waste flows (construction site waste, recyclable and non-recyclable ordinary industrial waste, organic waste from passenger and employee catering, waste similar to household waste from terminals and offices, medical waste, green waste, hazardous waste, etc.), some of which are subject to specific regulations (particularly food waste from aircraft).

Depending on the geographic location, Groupe ADP implements waste management services at the sites it operates. These services are tailored to the needs of the various stakeholders and the associated waste flows. It is also committed, notably through its environmental policy objectives and its management systems, to applying the hierarchy of waste treatment methods in order to minimise the impact of waste on the environment and reduce pressure on resources (see the study on dependencies on natural resources launched in 2023 in the section entitled “Our approach to progress in reducing our consumption of natural resources”).

In the Île-de-France region, collection and treatment services are subcontracted to service providers who are required, through competitive procedures and contracts, to deliver a certain level of performance in terms of waste sorting and recovery, taking account of the regulatory context and the local waste management infrastructure. As such, the recovery rate for non-hazardous waste produced at our sites in France and abroad (by Group activities and those of our stakeholders) in 2022 was 44% in the Île-de-France region (compared with 25% in 2019) and 32% worldwide (Groupe ADP scope).

In 2022, ADP SA carried out an internal audit of the management of so-called operating waste (i.e. excluding hazardous waste, construction waste and building maintenance waste). Following this audit, an internal working group was set up, bringing together all those involved in internal waste management. On the basis of everyone’s initiatives and the 2022-2025 environmental policy, an action plan has been drawn up: the objective of achieving a material recovery rate of 60% (excluding incineration) in Paris has been adopted and a medium-term action plan has been prepared. Internationally (airports that have signed the [Airports for Trust Charter](#)), the material recovery rate to be achieved by 2025 is 50%. The difference between the Paris rate and the international rate is mainly due to the different maturity of regulations and, above all, of waste collection and treatment systems in the various regions of the world. Groupe ADP will continue its efforts over the coming years to optimise this rate and improve its practices as agreed with the local authorities and stakeholders in each of its host territories.



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Our approach to progress in waste management

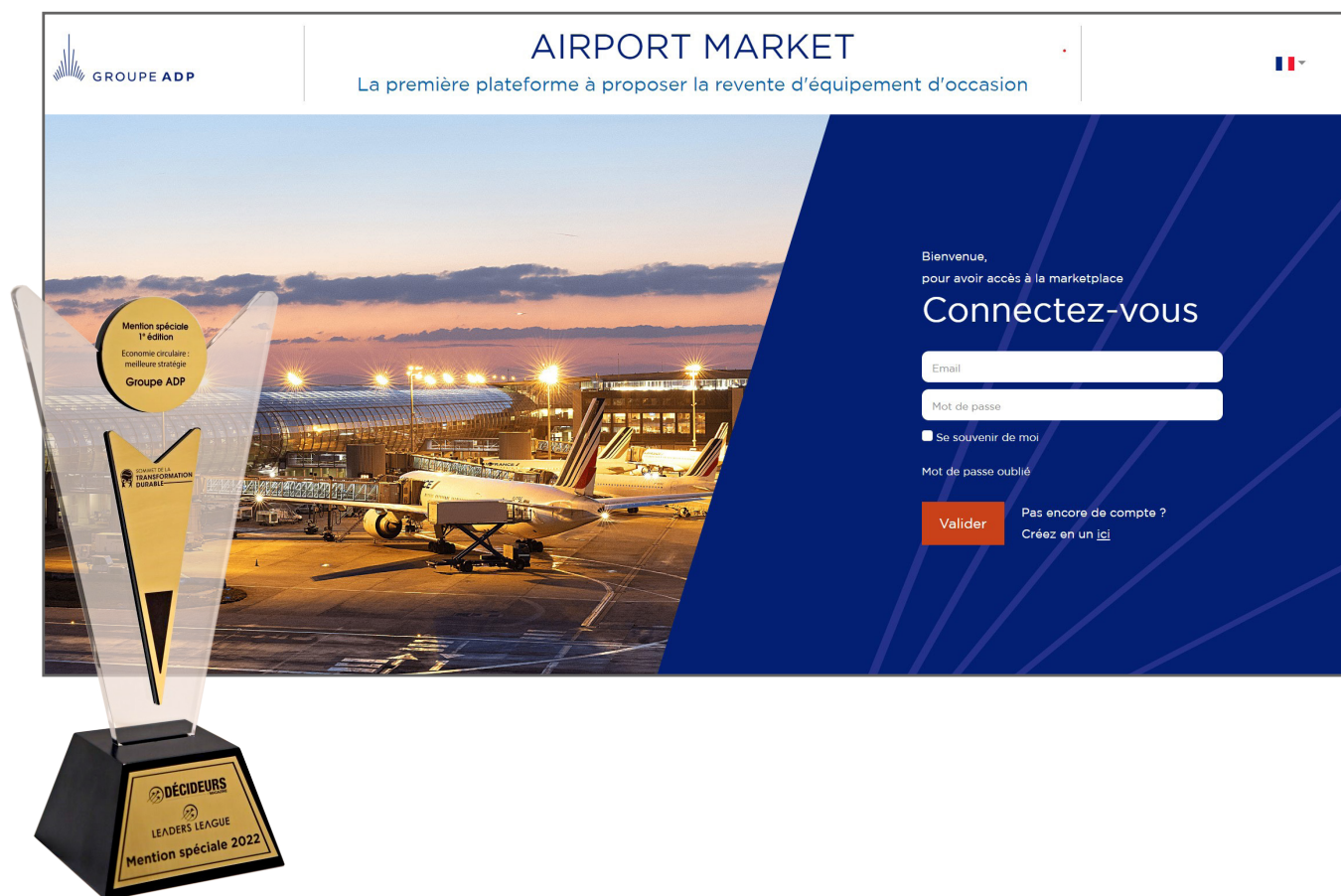
- Achieving a target recovery rate of 50% of non-hazardous waste for the Group's Airports for Trust³⁹ signatory airports by 2025. These objectives focus on the sorting and material recovery efforts that the airports will have to make.

► Reuse of airport equipment: circular economy

At the end of 2021, Groupe ADP launched an ambitious scheme to reuse, upgrade and exchange airport equipment. 2022 was an opportunity to implement this scheme by securing the first orders within the Group and developing a future "Marketplace," which will eventually bring together operators from all over the world, as well as the main suppliers of second-hand specialist equipment (runway, maintenance and aviation surface treatment vehicles and machinery, electromechanical equipment, air bridges, etc.), via a platform known as [Airport Market](#).

This initiative makes it possible to give a second life to equipment no longer used locally due to reasons of technical or regulatory obsolescence and whose overall condition is good enough (maintenance carried out in accordance with the Group's standards and best practices) to be restored to an operational condition that could be useful to other airport sites that do not have the substantial financial resources required to purchase new equipment.

This circular economy scheme, which is being developed by the Group's General Resources, Supply Chain & Procurement Division, was awarded "Special mention: Best circular economy strategy" at the [first Sommet de la Transformation Durable](#) (Sustainable Development Summit) organised by Décideurs Magazine and Leaders League media company, in March 2022.



³⁹ Note that these figures do not include energy recovery, which Groupe ADP does not consider to be recovery.

2.3. Assessment and monitoring systems

Our environmental and energy policy is based on the systematic consideration of the environment in all activities, in particular through the application of international standard ISO 14001 at Groupe ADP airports.

In 2022, the integrated management system (IMS) certificates were renewed for Paris-Charles de Gaulle, Paris-Le Bourget and Paris-Orly.

Abroad, TAV Airports is rolling out an ISO 9001, ISO 14001 and ISO 50001-certified management system at its airports (including Izmir Adnan Menderes and Ankara Esenboğa). The aim is to extend these certifications between now and 2025, in line with the Group’s new environmental policy and the objectives described in the table below:

In addition, since 2015, Aéroports de Paris has been ISO 50001-certified for its energy management system (EMS) applied to its operation and development activities at the Paris airports. The EMS includes, amongst other things, the development of renewable energies (biomass, geothermal, photovoltaic) and energy efficiency. This certification was renewed in 2022.


	ISO 14001 Environmental Management		ISO 50001 ENERGY Management	
	2022	2025 target	2022	2025 target
ADB	OK	OK		OK
BJV		OK		OK
ESB		OK	OK	OK
GZP		OK		OK
AYT	OK	OK		OK
TBS	OK	OK		OK
BUS	OK	OK		OK
NBE		OK		OK
MIR		OK		OK
SKP	OK	OK		OK
OHD	OK	OK		OK
MED	OK	OK		OK
ALA		OK		OK

22

ISO 14001-certified airports

(environmental management system)

Paris-Charles de Gaulle, Paris-Le Bourget, Issy-les-Moulineaux heliport, Toussus-le-Noble aerodrome, Delhi, Amman Queen Alia, Istanbul, Ankara Esenboğa, Izmir Adnan Menderes, Zagreb, Skopje, Ohrid, Tbilisi, Batumi, Paris-Orly, Ravinala Ivato, Ravinala Nosy-Be, Liège, Antalya, Almaty, Monastir, Enfidha.



3

ISO 50001-certified entities

(energy management system)

Aéroports de Paris SA (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget), Ankara, Delhi.

Groupe ADP is also involved in the ACA (Airport Carbon Accreditation) programme supported by the European Union and the United Nations. In 2022, 16 of our airports were ACA-accredited.

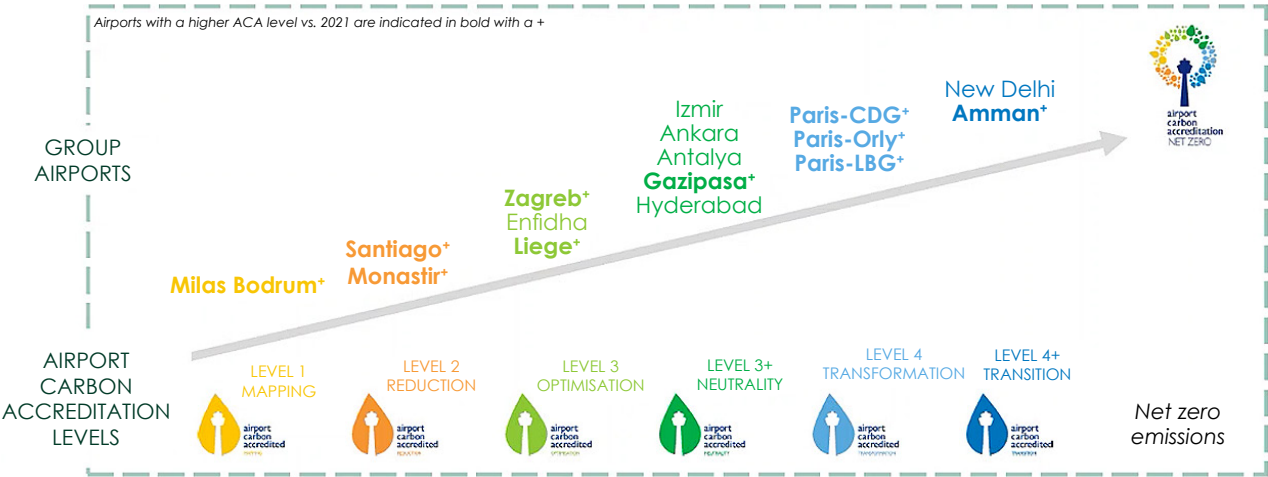
[ACA accreditation](#) is a carbon management certification programme established by ACI Europe that has been extended worldwide. The programme is administered by an independent third party (WSP), and airports are certified by independent auditors whose skills have been validated in advance by the programme administrator. The programme assesses and recognises efforts undertaken by airports to reduce their greenhouse gas emissions.



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16 GROUP AIRPORTS COMMITTED TO ACA CERTIFICATION - AIRPORT CARBON ACCREDITATION PROGRAMME

SUSTAINED PROGRESS WITH 10 AIRPORTS MOVING UP ONE LEVEL IN 2022



Roadmaps associated with each CO₂ emission source have been put in place or are being developed to monitor the decrease in CO₂ emissions from these different sources.



HUMAN RIGHTS VIGILANCE

3.1. Human rights challenges and risk mapping

In its activities and with its employees and other stakeholders, Groupe ADP ensures that it complies with the Human Rights principles set out in the relevant international standards and frameworks, including:

- ◆ the Universal Declaration of Human Rights
- ◆ the UN and OECD Guidelines on Business Conduct and Human Rights
- ◆ the United Nations Sustainable Development Goals (SDGs) and Global Compact
- ◆ the Declaration on Fundamental Principles and Rights at Work and the fundamental conventions of the International Labour Organisation (ILO).

The assessment of the risks associated with the duty of vigilance differs from a standard risk assessment in that it must focus exclusively on the company's ecosystem, i.e. the environment and its people: employees, trade unions, customers, users, local communities... Even if it must subsequently be compared with the risks for the company, it was using this approach that Human Rights risk mapping work was carried out in 2022.

Groupe ADP has defined specific governance for the duty of vigilance, including the creation in 2021 of a dedicated steering committee and management committee, and the appointment of a person in charge of coordinating the duty of vigilance. At the same time, the partnership with the EDH⁴⁰ Association - Entreprises pour les Droits de l'Homme - enables the company to strengthen its skills and draw inspiration from best practices in this area.

On the basis of the Human Rights selected in 2021⁴¹ and the methodology defined in 2022, interviews were conducted with a representative panel of Group stakeholders, from different sectors of activity and hierarchical levels within the parent company and all of the Group's controlled subsidiaries (Aéroports de Paris SA, Hub One, TAV Group and AIG). This panel includes AIG's OHAS Committee⁴², comprising a doctor, employee and management representatives, trade union representatives from the French entities, and qualified external persons, members of the Ethics Committee and the Contracts Advisory Committee of Aéroports Paris SA. Interviews with members of the Aéroports de Paris Executive Committee and the CEOs/GMs and Human Resources Directors of the aforementioned subsidiaries supplemented the input from these interviews.

Each interview (individual or group) had the following objectives:

- ▶ To raise awareness among Group employees and other stakeholders of Human Rights risks and the challenges of the duty of vigilance
- ▶ To identify the main risks of violation of Human Rights, ensuring that they are consistent with the materiality issues ([see section 1.4](#))⁴³ and Group risks (see table below)
- ▶ To establish a cross-functional inventory and identify areas for improvement, based on their technical and operational knowledge of the Group, as well as their current and past external or internal experience in these areas
- ▶ To identify the key commitments to which the Group should give priority within the context of

The methodology, which is aligned with the Group's risk mapping methodology, enables the impacts and probability of each risk to be assessed. As well as taking into account the interviews conducted, the probability rating was weighted using a number of indices incorporating country risks and stakeholder expectations based on the main sectoral reference frameworks (Sustainability Accounting Standards Board and Global Reporting Initiative). A temporal aspect is also taken into account when assessing probabilities.

a Group Human Rights policy.



⁴⁰ The Entreprises pour les Droits de l'Homme association (EDH - Companies for Human Rights) is the only specialised association of French companies whose aim is to strengthen the integration of human rights into the policies and practices of companies, through the operational implementation of vigilance procedures. EDH supports its members in a dynamic of continuous progress, improvement of practices and facilitation of dialogue with their stakeholders: sharing of experiences and best practices, development of tools and training in particular, contribution to work carried out in France or abroad on how to integrate human rights into management tools.

⁴¹ See 2021 Vigilance Plan.

⁴² Occupational Health Automated System (see OHSAS 18001 standard, replaced in 2021 by ISO 45001: method for implementing occupational health and safety management).

⁴³ [See the materiality survey in section 1.4 of this document.](#)

GROUPE ADP HUMAN RIGHTS RISK MAPPING

Material issues		Human Rights Risks	Action
Employees	Quality of life for our employees and Occupational health and safety for Group employees	Organisation of work, working hours and insufficient pay	▲
		Burnout	▲
		Psychological or sexual harassment	▶
		Failure to respect the right to disconnect	▶
		Employee health and safety breaches	▶
		Aggression and external violence	●
	Accessibility of airport areas	Airport accessibility constraints and transport safety	▶
	Attractiveness as an employer and career progression	Difficulty attracting and retaining talent	▶
		Lack/insufficiency of end-of-career support	●
	Gender equality and diversity and Reception and support services for disabled people or those with reduced mobility	Discrimination and inequality of opportunity	▶
		Non-compliance with regulations or company commitments on the employment of people with disabilities	●
	More two-way communication and improved relations between the Group and its employees and Good governance and business ethics	Freedom of expression violations	▶
		Freedom of association violations	●
		Child labour	●
		Forced labour	●
		Human trafficking	●
Suppliers and subcontractors	Promoting sustainable procurement and improving the health and safety of our service providers and Good governance and business ethics	Infringement of the Code of Conduct, non-compliance with regulations or international standards	▲
		Undeclared or illicit work	▲
		Subcontractor health and safety violations	▶
Local communities	Dialogue with stakeholders in the regions in which we operate	Violation of the property rights of indigenous peoples and local communities	▶
	Value creation shared with our local regions	Lack of/insufficient redistribution of the value created in the region	▶
All	Public and airport safety and security	Violation of public safety and security	▶
	Good governance and business ethics	Non-compliance with data management rules or inadequate data protection	▶
		Inappropriate advertising content	●

▲ Vigilance to be improved ▶ Vigilance to be maintained ● Risks under control

This initial mapping of Human Rights risks was presented to the Executive Committee and the Board of Directors after prior examination by the CSR Committee and the Audit and Risks Committee. They will also be shared during 2023 with the Social and Economic Committee, the Ethics Committee and the Stakeholder Board.

This exercise will serve as a basis for further development of the following, with the Group's subsidiaries and controlled companies:

- ▶ Group commitments to human rights.
- ▶ A set of action plans for each entity to mitigate risks and prevent serious violations, adaptable to its context, history, the regulations and culture of the country concerned, so as to be part of a Group-wide approach to continuous improvement over the long term.
- ▶ Coordinated roll-out of the action plan and identify the controls needed to ensure its effectiveness.

These commitments must also be incorporated within the tendering and international investment process, as well as the procurement process, specific to each Group entity in its relations with its main suppliers and subcontractors.

3.2. Measures to mitigate risks and prevent serious harm

In addition to compliance with local and international standards and regulations, Groupe ADP enforces a proactive policy through which respect for Human Rights contributes to the smooth running of the company. It also ensures that the development of its business complies with the UN's Global Compact and Sustainable Development Goals.

	Material issues	Human rights risks	Existing risk management and policies	Find out more
Employees	Quality of life at work and Occupational health and safety	<ul style="list-style-type: none"> ◆ Non-decent working hours and pay ◆ Burnout ◆ Failure to respect the right to disconnect ◆ Employee health and safety breaches ◆ Psychological or sexual harassment ◆ Aggression and external violence 	<p>Group:</p> <ul style="list-style-type: none"> ◆ Compliance with international and national regulations ◆ Health and safety policies ◆ Multi-year Occupational Risk Prevention Plan ◆ Personal and collective protective equipment for staff ◆ OHAS 18001 and 45001 certification for CDG and Orly airports (ADP SA) ◆ ISO 45001 certification for Amman airport in Jordan (AIG) ◆ Traceability of near misses (ADP SA and AIG) ◆ Multidisciplinary and/or representative Health and Safety monitoring bodies ◆ Communications, awareness-raising and support for HR and Health and Safety officers ◆ Skills development plans (and equivalents) <p>France:</p> <ul style="list-style-type: none"> ◆ Agreements on working hours ◆ Salary agreements and pay scales ◆ Risk assessment and psychosocial risk prevention plan ◆ Quality of working life survey <p>ADP SA:</p> <ul style="list-style-type: none"> ◆ Zero Tolerance Policy and specific Management and Economic and Social Committee advisors on harassment and sexist behaviour ◆ Charter and awareness-raising campaigns on the right to disconnect ◆ Specific support for operating procedures, new groups, business transformation and working methods <p>Hub One:</p> <ul style="list-style-type: none"> ◆ Quality of Life at Work Agreement 	<p>See details in section 3.2.1: Group employee risk management</p> <p>and</p> <p>2.2.3 Climate</p>

Employees	Accessibility of airport areas	Airport accessibility constraints and transport safety	France: <ul style="list-style-type: none"> ◆ Multimodality, Joint employer transport scheme and Carsharing (see section 2.2.3) ◆ Help with obtaining a driving licence, hiring or buying a vehicle ◆ Policy on the reimbursement of travel expenses 	See details in section 3.2.1: Group employee risk management and 2.2.3 Climate
	Attractiveness as an employer and career progression	<ul style="list-style-type: none"> ◆ Difficulty attracting and retaining talent ◆ Lack/insufficiency of end-of-career support 	Group: <ul style="list-style-type: none"> ◆ Skills development plans (and equivalents) ADP SA: <ul style="list-style-type: none"> ◆ Current GPEC agreement ◆ Onboarding programme ◆ Skills sponsorship ◆ End-of-career part-time work ◆ HR support (training/consultancy, occupational health services, social workers, etc.) 	
	Gender equality and diversity	Discrimination and inequality of opportunity	Group: <ul style="list-style-type: none"> ◆ Compliance with local and international standards ◆ HR policies France: <ul style="list-style-type: none"> ◆ Equality and diversity agreements ◆ Hub One action plan 	
	Reception and support services for disabled people or those with reduced mobility	Non-compliance with regulations or company commitments on the employment of people with disabilities	Group: <ul style="list-style-type: none"> ◆ Compliance with local and international standards ◆ HR policies ◆ Legal employment rate for people with disabilities: exceeded by ADP SA since 2018 ◆ In progress in subsidiaries and controlled companies France: <ul style="list-style-type: none"> ◆ ADP SA Disability Agreement (since 1991) ◆ Hub One Disability Charter (2023) 	
	Good governance and business ethics	<ul style="list-style-type: none"> ◆ Freedom of expression violations ◆ Freedom of association violations 	Group: <ul style="list-style-type: none"> ◆ Compliance with local and international regulations ◆ Collective company agreements in companies with trade unions ◆ Group Committee ◆ Local staff representative bodies (where they exist in the entities) or branch representative bodies (AIG) 	

Employees	Good governance and business ethics	<ul style="list-style-type: none"> ◆ Child labour ◆ Forced labour ◆ Human trafficking 	<ul style="list-style-type: none"> ◆ Compliance with local and international standards Group membership in the United Nations Pact (since 2003 for ADP SA) ◆ Ethics and Compliance Code and programme ◆ Governance to deal with these issues: Ethics Committee, Board Committees (including CSR) ◆ HR policies of subsidiaries and controlled companies outside the EU: no recruitment without an employment contract and no recruitment of people under 18 years of age (excluding training schemes) ◆ Identity and criminal record checks carried out by authorised public authorities prior to the issue of an activity permit for companies operating in the non-public areas of the airports / an airport identification card for workers. 	See details in section 3.2.1: Group employee risk management and 2.2.3 Climate
Suppliers and subcontractors	Promoting sustainable procurement and improving health and safety for our service providers	<ul style="list-style-type: none"> ◆ Infringement of the Code of Conduct, non-compliance with regulations or international standards ◆ Health violations ◆ Safety of subcontractors 	<ul style="list-style-type: none"> ◆ Group procurement policy being harmonised across all subsidiaries and controlled companies ◆ Responsible Procurement Policy, CSR criteria integrated into the assessment and selection process for applications (in compliance with public procurement rules for ADP SA) ◆ Supplier CSR Charter (currently being rolled out at Group level) incorporated into all ADP SA contracts (obligation to comply with international and national human rights regulations and the Group's ethical principles; possibility of conducting audits and setting progress plans) ◆ Group process and tool for assessing third parties, enabling the detection of risks prior to entering into a contract 	see details in section 4.2: Managing partner and subcontractor risks
	Good governance and business ethics	Undeclared or illicit work	<ul style="list-style-type: none"> ◆ Activity permit required for any company operating at the airports and identity checks of workers carried out by the authorities prior to the issue of the airport security badge ◆ Membership in the Ressources Humaines Sans Frontières (RHSF) Association: raising awareness of the risks and complexities of forced labour and child labour in supply chains and subcontracting ◆ Worksite safety policy and action plan ◆ Subcontractor accident rates monitored by the Executive Committee ◆ Follow-up of near misses 	
Local communities	Dialogue with stakeholders in the regions in which we operate	Violation of the property rights of indigenous peoples and local communities	<ul style="list-style-type: none"> ◆ Value sharing integrated into the Group's 2025 Pioneers for Trust CSR strategy and the Airports for Trust Charter. ◆ Work of the Environmental and Sustainable Development Resource Centre, the Citizen Commitment Division, ADP SA Foundations and the AIG Foundation 	See details in section 3.2.3: Managing local community risks
	Value creation shared with our local regions	Lack of/insufficient redistribution of the value created in the region	<ul style="list-style-type: none"> ◆ Community Assistance for local residents ◆ Stakeholder Board ◆ Identification within 3 hours, thanks to the processing of complaints from local residents (using the Itrap tool coupled with Vitrail), of aircraft that have committed an infringement in terms of altitude, speed or trajectory 	

All	Public and airport safety and security	Violation of public safety and security	<ul style="list-style-type: none">◆ Compliance with standards and certifications applicable to airport activities (see Groupe ADP Universal Registration Document)◆ Winter plan (parisaeroport.fr)◆ Homeless People Plan◆ Covid-19 health & safety measures◆ Security Operation Centre (SOC), IS Cybersecurity Policy.◆ Assistance for people with reduced mobility◆ Business Continuity Policy, broken down into Business Continuity Plans.◆ Presence and actions of national public authorities (in conjunction with the airport operator): navigation and air traffic control; security operations; public safety services; border control; health screening, etc.	See details in section 3.2.4: Management of all parties' risks
	Good governance and business ethics	Non-compliance with data management rules or inadequate data protection	<ul style="list-style-type: none">◆ Compliance with local and European standards◆ Data Protection Representative and Officers◆ Group Data Protection Policy, Group Information Systems Security Policy, General Information Protection Policy Instructions for the application of the Data Protection Policy◆ Data breach management procedure◆ Contractual clauses and training and awareness-raising programme◆ GDPR compliance management platform (ARIEL)	
		Inappropriate advertising content	<ul style="list-style-type: none">◆ Compliance with regulations and fundamental human rights principles◆ Group membership of the United Nations Pact (since 2003 for ADP SA)◆ Ethics and Compliance Code and programme◆ Group Information Security Policy◆ Stakeholder Board (or equivalent)	



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3.2.1. Managing Group employee risks

With the crisis in the air transport industry caused by the Covid-19 pandemic and the sharp fall in air traffic, Groupe ADP was forced to adopt cost control measures (payroll, infrastructure, etc.). The year 2022 brought a gradual recovery in activity, but in a social context that remains complex.

For Aéroports de Paris, this has resulted in exceptional staff turnover⁴⁴, a consequent review of the organisations, numerous opportunities for employee transfers / internal promotions and a significant need for external recruitment.

The Group's strategic CSR roadmap "Pioneers for Trust", formalised at the beginning of 2022, includes these challenges and sets out four ambitions for its social pillar:

- ◆ supporting change
- ◆ professional development of all employees
- ◆ equality and diversity
- ◆ employee integrity

HEALTH, SAFETY AND QUALITY OF LIFE AT WORK



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Occupational risk prevention is at the heart of Groupe ADP's concerns and values. Guaranteeing the integrity of our employees is one of the four ambitions of our CSR strategy "**2025 Pioneers for Trust**".

► Aéroports de Paris

In addition to its regulatory obligations, Aéroports de Paris has a proactive policy on the prevention of occupational risks, which is reflected in the measures and actions to be implemented in the field in order to protect the health and safety of employees and partners, improve working conditions and promote well-being at work.

⁴⁴1,150 voluntary departures under the Collective Bargaining Termination Agreement (RCC) of 9 December 2020 and 160 departures at the beginning of 2022 within the context of an Employment Protection Plan (PSE) following the rejection of wage moderation measures provided for in a Plan to Adapt Employment Contracts (PACT) and standards applicable to employees.

PREVENT TO SUCCEED

The “*Prévenir c'est réussir*” (prevent to succeed) programme conducted within Aéroports de Paris emphasises the fact that success is only possible in a working environment that is safe and respectful for all. The assessment of risks and our activities has led to the definition of a multi-year action plan based on four priority strategies:

Anticipating risks when travelling by foot or road means preventing even minor accidents



Risks related to pedestrian and vehicle movement

This is the main cause of workplace accidents. We will tackle this on the ground by identifying the areas at risk and taking the necessary steps to make them safe. Awareness-raising will be carried out among employees and partners and new ways of working will be tested to limit travel/movements.

Better understanding conflicts means protecting everyone's well-being



Internal and external psychosocial risks

These risks have a major impact on the health of individuals and the operation of the company. We are committed to taking greater account of external and internal violence and monitoring work-related stress factors more closely. Our aim here is to strengthen measurement and warning systems and to provide support for key players.

Ensuring the safety of electrical work means bringing electrical risk management up to the highest standards



Electrical and arc flash hazards

Electricity is omnipresent at our airports. The prevention of electrical risks is based, on the one hand, on ensuring the safety of electrical installations and equipment and, on the other hand, on compliance with safety rules when using or carrying out work on or near electrical installations.

Choosing partners who are uncompromising about safety means reducing risks for everyone



Preventing the risk of subcontractor accidents

Every day, our subcontractors' teams work at our airports, and we ask the companies employing them to meet the high standards we set ourselves. Prevention concerns the entire airport community, so support for better risk control is therefore a shared objective.

Focus on the key developments in 2022:

◆ 1st aspect – Pedestrian and road risks:

- ▶ A number of targeted awareness-raising campaigns, particularly regarding bicycles, motorbikes and scooters (and communication campaigns).
- ▶ Extension of the Paris Aéroport application, which can already be used to report a health risk, and which now also allows any airport user or worker to quickly and easily report a dangerous situation or risk of a “near miss” encountered on their way to or from the airport, mainly in the terminals and car parks.



◆ 2nd aspect – **Internal and external psychosocial risks (PSR):**

- ▶ With the recent exceptional staff turnover at Aéroports de Paris, the PSR assessments carried out in all divisions highlighted the “**workload**” factor as a point of vigilance. In addition to the cross-functional action plan coordinated by the Human Resources Division, local action plans are being drawn up to meet the specific needs of each working group.
- ▶ A new **survey on quality of life and working conditions**, sent to all employees at the end of 2022, as well as the above-mentioned local action plans (overall results and communication to the divisions at the beginning of 2023).
- ▶ Every quarter, a **social monitoring network** brings together those involved in prevention to identify cross-functional actions to prevent PSR (HR managers, Occupational Health Service, Health and Safety officers, social worker).

▶ **New prevention tools** made available:

◆ Establishment of **employee listening programme:**

- › experiment conducted at Aéroports de Paris and offered to subsidiaries and controlled companies abroad (external and anonymous freephone number)
- › project: test a recurring survey tool to measure the social climate and give employees the chance to contribute to the company's strategy
- › **an employee listening exercise** (crisis special) conducted at the end of 2022/beginning of 2023 following a proposal from the Ethics Committee ([see details in the Ethics Committee report p.20](#))
- › a **psychological support system for employees in the event of a crisis**, providing assistance to individuals or groups as required

◆ Raising awareness of **mental health**

◆ “**Managers, working together to prevent PSR**” **Guide**, designed to anticipate sensitive situations, provide guidance on weak signals and identify internal players to support managers

◆ “**Memento Managers**” **for facilitating discussions with a PSR aspect:** collaborative work carried out with prevention specialists and employee representation bodies in order to provide managers with methodological guidelines for facilitating discussions that can sometimes be delicate, such as the return to work interview following a prolonged absence, team discussions regarding workload, analysis of accidents in the workplace due to psychological difficulties, and discussions on the annual assessment of PSR in the single document

◆ **Managers' training** course on “incorporating the human factor and PSR into occupational risk prevention”

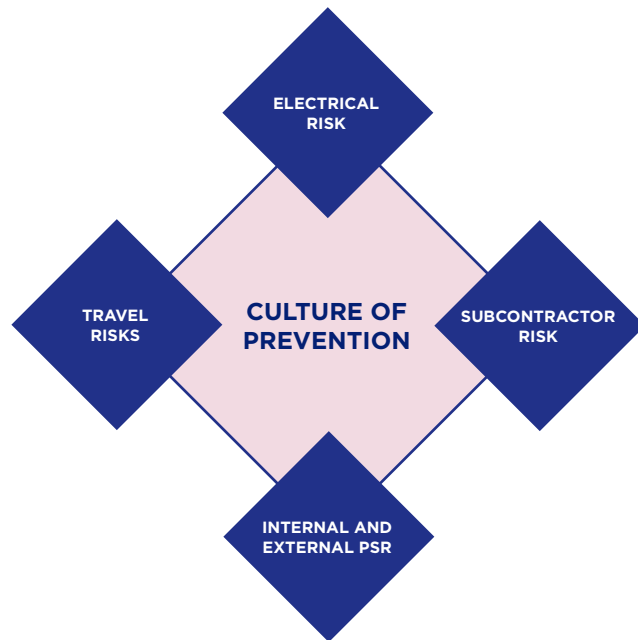
◆ **External aggression and anti-social behaviour:** implementation of a procedure for “preventing and managing situations of aggression and anti-social behaviour” and a guide (specifying everyone's role and useful contacts). Increased security services to ensure the safety of employees (car parks, footpaths at night, etc.) Raising awareness via passenger communication screens of the legal consequences of anti-social behaviour

◆ 3rd aspect – **Electrical risk: new priority aspect added at the end of 2022**, as the accident rate linked to this risk is low but can affect a large proportion of Aéroports de Paris employees and subcontractors, with generally very serious consequences in the event of an accident (electric shock, electrocution, fire, explosion)

- ▶ Review of training/awareness-raising and electrical risk assessment systems
- ▶ Awareness-raising campaign for relevant staff

Our approach to progress in terms of health, safety and quality of life at work

A 5th priority aspect added in 2023 concerns the desire to **standardise and strengthen the culture of prevention at all levels and in all processes within the company:**



- ◆ The **company's prevention/safety policy** is applied and shared at the highest level
- ◆ **Golden rules for safety/prevention standards** across the board, broken down by specific risk/working group
- ◆ **Specific training:** raising prevention awareness among all employees; manager training in several modules (Onboarding / Prevention / Safety culture / Fair culture)
- ◆ **Digital optimisation** to follow up on near misses, dangerous situations and site visits
- ◆ **Innovative awareness-raising solutions:** giant cluedo (tested in 2022 on travel-related accidents); "Neuroscience and prevention" webinar to combat automatic reflexes and reduced vigilance; osteopathic experts to be called in as and when required

► PEDESTRIAN AND ROAD RISKS:

- ◆ New monitoring committee to ensure safe travel between Roissy-Charles de Gaulle and Orly
- ◆ **Encourage shared journeys:** study of a transport service for airport employees; increase awareness of carsharing
- ◆ Resume employee **awareness raising of driving techniques** (eco-driving, electric service vehicles, etc.)
- ◆ **Occupational Health and Safety Club:** implementation of a joint risk prevention approach (including road safety) with other airport companies

► INTERNAL AND EXTERNAL PSYCHOSOCIAL RISKS:

- ◆ Local action plans following the PSR assessment and the 2022 Quality of Life at Work survey
- ◆ Employee survey on sensitive stages of the passenger journey; formalisation of a practical guide to managing anti-social behaviour; extension of the Safety Alert Device to all employees in contact with the public (badge-alarm that can be activated at the touch of a button in the event of aggressive behaviour or in the event of loss of gravity such as a fall).

► ELECTRICAL RISKS:

- ◆ Continuation of the awareness-raising campaign launched at the end of 2022
- ◆ Benchmark of best practices in the management and prevention of this risk
- ◆ Providing employees with multi-risk clothing
- ◆ Optimising the safety of electrical installations, following an analysis shared with subcontractors and partners

► RISK OF ACCIDENTS INVOLVING OUR SUBCONTRACTORS ([SEE SECTION 4.2 OF THIS VIGILANCE PLAN](#))

► Hub One

As a player in the digitisation of companies, a supplier of digital solutions who is aware of the new challenges linked to hyperconnectivity and the blurring of boundaries between our professional and private lives, Hub One pays particular attention to the well-being of its employees. For many years now, the Group has been taking a number of practical steps to prevent PSR and improve quality of life at work.

In particular, Hub One conducts a **social listening barometer** (a short, fun survey) **every fortnight** to gain a better understanding of employees' needs and support their experiences at work. This "Bloom@work" solution makes it possible to "take the pulse" of the teams in an anonymous way and to obtain real-time results pertaining to each team on the basis of 10 criteria: working conditions, relationship with their manager, team spirit, recognition, training, innovation, pride of belonging, etc. Each survey is accompanied by simple, practical tips to help you thrive at work.

Since 2017, Hub One employees have also had access to an **external phone-based counselling and psychological support unit**: a personalised, free-of-charge, anonymous and confidential service that allows employees to discuss professional or personal issues that may be causing them to feel unwell at work.

In 2021, as part of Quality of Life at Work Week, Hub One also launched a **digital well-being at work platform** offering weekly relaxation, personal development and sports activities. Over just one year, 85 activities were offered (an average of 7 activities per month).



► TAV Airports

The Occupational Health and Safety approach and policies in place in all TAV Group companies are based on identifying risks, taking preventive measures and aligning operational processes with these measures.

The minimum requirement in all areas of activity is compliance with national regulations. Taking things further, **the main objective is to achieve zero accidents** by applying best practices and international standards. Occupational Health and Safety policies throughout TAV Group are prepared by the Health and Safety Committee, which has been in place since 2019. This committee is made up of occupational safety experts and physicians to support the continuous improvement of health and safety at work.

TAV Airports monitors and reports accident frequency rate and accident severity rate indicators through the Occupational Health and Safety Committee in order to assess its performance.

The following three points have been added to the 2023-2025 sustainable development commitments and objectives of all Group companies:

- ◆ Revision of subcontractor/supplier selection and assessment processes to include sustainable development aspects Incorporation of occupational health and safety requirements with subcontractor/supplier contracts
- ◆ ISO 45001 certification of the occupational health and safety management system
- ◆ Launch of a psychosocial risk assessment project

All TAV Group employees, both in Türkiye and in other countries of operation, benefit from regular training sessions on this topic, in accordance with local legal regulations. And regular health checks are carried out on employees and checked by doctors.

With regard to Quality of Life at Work for employees, 13 TAV Group companies appear on the **Great Place to Work** (GPTW) list, based on employee evaluations of 60 criteria in 5 different categories. Ankara Esenboga Airport is ranked as one of the "Best Employers in Anatolia".

Our approach to progress in terms of health, safety and quality of life at work

Thanks to a web-based application developed with TAV Technology in 2022, TAV Group has improved the monitoring and recording of its occupational health and safety at work performance indicators and accident data, which will also enhance the reliability of consolidated data and a global approach to prevention at the Groupe ADP level.

► Extime Duty Free (formerly SDA)

The Single Document for assessing workplace risks, which include psychosocial risks, was updated in 2022.

► ADP Ingénierie

Numerous exchanges have been established with ADP Ingénierie: pooling of the remote working protocol, access to coworking, optimisation of space. In particular, the company has updated its single document, defined health and safety protocols and conducted an employee survey on the consequences of the health crisis.

As part of the Employment Protection Plan, specific measures have been implemented to accompany and support those in charge of the project, to reassure employees about the attention paid to individuals, to offer confidential assistance, to help and meet with employees in difficulty, and to refer employees to third parties (social workers, occupational physicians, specialist physicians) where appropriate. Regular feedback on the process and the support provided has been established, in compliance with the Code of Ethics for psychologists, to inform or alert.

► AIG (Jordan)

The new OHSAS⁴⁵ (Occupational Health and Safety Assessment Series) policy implemented by AIG in 2022, in compliance with ISO 45001/2018, applies to all of its areas of activity, including those related to suppliers, contractors and stakeholders. In this policy, AIG and its management notably undertake to:

- ◆ Comply with local regulations and **international best practices** in terms of Occupational Health and Safety
- ◆ Provide a safe and healthy working environment, by developing and implementing a robust safety management plan that complies with national and international requirements
- ◆ Set and regularly review occupational health and safety targets and ensure that the necessary resources are available for their implementation
- ◆ **Monitor the health and well-being** of employees and address occupational impacts on their health through regular medical check-ups and improving safety measures where necessary
- ◆ **Promote a culture of safety** among airport staff through training, guidance sessions and emergency evacuation drills
- ◆ **Monitor the Occupational Health and Safety compliance and performance of all employees, suppliers, contractors and stakeholders**
- ◆ **Incorporate OHS criteria into procurement processes** in order to use and offer safer products, equipment and services
- ◆ **Encourage employees to report near misses, hazards and incidents and protect them from reprisals when they report unsafe conditions**
- ◆ **Engage with and consult employees** to improve safety measures through an OHS Committee made up of internal business representatives
- ◆ **Share information** regarding OHS performance, compliance and related issues with **internal and external stakeholders**
- ◆ **Continuously improve OHS performance** through the regular review of relevant policies, plans and procedures.

⁴⁵ Occupational Safety and Health Administration.

The Health and Safety Committee meets monthly. The annual review of health conditions is documented and incorporated into the safety, environment and health management plan. Chronic diseases and their impacts are carefully monitored.

A **“Safety Award”** and the distribution of a newsletter help to recognise and promote the culture of safety and best practices.

PROTECTION OF EXPATRIATES AND EMPLOYEES ON ASSIGNMENT ABROAD

- ▶ **60 expatriates and families**
- ▶ **160 local contracts and families**
- ▶ **2,000 assignments per year, of which 1,200 abroad**
- ▶ **More than 500 employees on assignment per year in at-risk or high-risk countries alone**

Each country is classified according to its level of risk (5 levels taking into account a varied range of risks: safety, security, health, natural, social, cyber, ethics and compliance, etc.). Each level has a specific validation procedure and a strict framework for assignments and expatriations.

Aéroports de Paris' Safety and Protection of Employees Abroad Department is **dedicated to protecting the Group's employees abroad:**

- ◆ it intervenes throughout the process, from approval of an assignment, to monitoring its execution, right up to the post-assignment debriefing for the most sensitive destinations
- ◆ it makes recommendations regarding safety, security, health, information protection, ethics and compliance, etc., for employees in high-risk countries
- ◆ it ensures that employees are trained and made aware of any issues before they leave
- ◆ it may be required to deploy additional safety measures if necessary
- ◆ it also ensures the continuous monitoring of the countries and ongoing communication (and specific follow-up for risky and high-risk countries). Expatriates and assignment employees are kept regularly informed of the risks associated with their country, both in terms of health and the local situation and environment.
- ◆ it organises and controls the performance of safety audits in the countries of operation And if necessary, it organises and manages the crisis system abroad.

TAV Airports also has procedures to ensure the safety of its employees abroad and develops them in coordination with the parent company / Groupe ADP. Specific procedures have been put in place for travel during the Covid-19 period, in close liaison with occupational physicians.

Our approach to progress in terms of employee health and safety

To continue the efforts made by each Group entity to protect the integrity of the Group's employees and to strengthen the culture of prevention, and to integrate these issues into the Group's Human Rights policy, in line with the ambitions of the CSR policy.

Formalising a Key Safety Controls Manual applicable to the whole Group.

EQUALITY, DIVERSITY AND INCLUSION FOR PEOPLE WITH DISABILITIES OR REDUCED MOBILITY

Acting for equality and diversity is a long-term commitment made by Groupe ADP and is one of the four ambitions of its CSR strategy "2025 Pioneers for Trust".

► Aéroports de Paris

DISABILITY

- 1991: 1st collective agreement (Aéroports de Paris is one of the first 3 French companies to take a voluntary approach to this issue) or "More than 30 years of commitment to Disability"
- Since 2018, more than 7% of ADP SA's workforce has been people with disabilities (7.19% in 2021)
- 2019: Joined the French [#ManifesteInclusion](#) (2019) association, which sets out 10 operational commitments to promote the inclusion of people with disabilities in economic life
- 10th collective agreement (2020-2022, extended to 2023)

GENDER EQUALITY

- 1st collective agreement in 2003
- 6th Collective Agreement (2020-2022, extended in 2023) or "20 years of commitment to gender equality"
- The "Elles bougent" network of female mentors since 2015

DIVERSITY

- 2013-2014: ADP SA and Hub One sign up to the [Diversity Charter](#) (ADP SA in 2013, Hub One in 2014)
- 2015: Signing of the [Mobilisation Charter for the defence of equality against racism](#)
- 2017-2019: Diversity Framework Agreement now part of the overall diversity policy
- 2020: Join the [Collective for a more inclusive economy](#)

LOCAL AREAS

- Network of NQT (Our districts have talent or Nos Quartiers ont du talent) mentors since 2015
- 2018: ADP SA's membership in [PaQte](#) – Pact with the Districts for all Businesses – in favour of young people and underprivileged neighbourhoods

GENERATIONS

- 2016-2022: GPEC Agreement (Jobs and Skills Forecast Management)
- 2022: GEPP Agreement (Employment and Careers Management)



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In addition to the shared commitments in terms of employment and awareness-raising set out in the Disability and Gender Equality Agreement⁴⁶, each Aéroports de Paris division has been encouraged to take ownership of diversity and inclusion issues by drawing up its own diversity action plan based on specific needs identified through a personalised diagnosis and to share progress widely.

Aéroports de Paris' **employment rate of people with disabilities** was 7% in 2021 (it has fallen slightly to 6.6% in 2022 due to the large number of departures during the pandemic). This result is the fruit of early social dialogue on this subject and the resources mobilised to promote inclusion. A new partnership with Sciences Po was signed in 2022 to promote the professional integration of students with disabilities, notably through mentoring between managers and students to help them with their career plans.

In 2022, Aéroports de Paris also made purchases amounting to €635,375 from the sheltered and adapted sector. 92% of these services are covered by multi-year contracts and recurring orders.

The 2022 [Gender Equality Index](#) is 88/100; it has remained at this level since its creation in 2019 due to the current absence of women in the top 10 highest earning positions.



To mark the International Day of Persons with Disabilities (3-10 December 2022), Paris-Charles de Gaulle Airport temporarily changed its name, in collaboration with the Anne de Gaulle Foundation, to raise awareness and draw travellers' attention to the need for everyone to take action to protect the rights and freedoms of persons with disabilities.

The operation was also a opportunity to raise awareness among the Group's customer service staff of the basics of Augmentative and Alternative Communication (AAC), so as to improve their performance.

⁴⁶Employment and inclusion of people with disabilities, increased responsible procurement and thus indirect employment in addition to direct employment, feminisation of job categories predominantly made up of men and positions of high responsibility, training of 90% of staff in "Recruiting without discrimination".



For International Women's Day on 8 March 2022, a number of awareness-raising events were held over the course of the week:

- ◆ in-house, with profiles of and interviews with women employed by the Group, both in France and abroad, sharing their passion for their professions; the Executive Committee's commitment to gender equality and a conference on confidence as the driving force behind fulfilling our dreams, presented by Claudie Haigneré, the first French female astronaut to fly on board the ISS, and former French Minister for Research and New Technologies and later, European Affairs
- ◆ externally, by signing the **Féminisons les métiers de l'aéronautique et du spatial Charter**, alongside the Airemploi association and several partners within the airport community ([see Appendix 2](#)).



As part of the day's activities, more than one hundred secondary school girls and higher education students from the Île-de-France region were able to learn more about the variety of professions and careers offered by the aviation sector through the **National Féminisons competition** organised by [AIREMPOI](#)⁴⁷ to encourage secondary school girls and higher education students to consider a career in aeronautics. 16 teams were able to talk to female mentors from partner companies about their jobs, the skills they need and why they chose this unconventional career path. After 8 weeks of group work, each team defended its project as part of a final presentation where the girls shared their experiences and a mock corporate poster to promote the feminisation of aeronautical professions, as well as an action plan to implement their ideas.

Our approach to progress in terms of equality and inclusion

- ▶ Reaffirming the HR policy in terms of non-discrimination and formalisation of prohibited vs. encouraged behaviour
- ▶ Finalising and monitoring the implementation of diversity action plans by the divisions
- ▶ Renegotiating collective agreements regarding people with disabilities and gender equality in the workplace
- ▶ Frequent awareness-raising campaigns, including a specific focus on racial discrimination for all employees and increased awareness-raising among those involved in recruitment
- ▶ Support for people with **disabilities**, with the relaunch of the specific **Quality of Life at Work survey** aimed at these employees
- ▶ Reinforcement of the **"zero tolerance"** policy on **sexual harassment and sexist behaviour**, with the roll-out of a manager training programme and awareness-raising for all employees.

⁴⁷ <https://www.airemploi.org>

► Hub One

Hub One and its subsidiaries have also been involved for several years in a voluntary process to promote **professional equality and diversity in all sectors and at all levels of the company**.

As **increasing the number of women in digital professions** is a key element of its HR policy, Hub One has formalised an **action plan** and **progress targets for the next 3 years (2022-2024)** in the areas of Recruitment, Training/Awareness Raising and Compensation/Working Conditions.

In 2022, Hub One also carried out a full disability diagnosis with the help of Agefiph, which will lead to the signing of a Disability Charter in 2023. Sessions and communication campaigns are also organised on a regular basis to raise awareness of this issue among employees and managers (e.g. the “Handi cap Hub” project in 2022, which focused on the different types of disability (visible and invisible), with input from a blind football Paralympic athlete).

► TAV Airports

By promoting **equal opportunities and diversity in all its activities**, TAV Airports implements a **“zero tolerance” policy towards discrimination** based on race, colour, gender, religion, language, civil status, sexual orientation, gender identity, political opinion, ethnic identity, health status, family responsibilities, trade union activity or membership. In the selection and placement process, particular attention is also paid to discrimination based on criteria such as disability and age, which is deemed unacceptable.

The processes within TAV Airports have been established in accordance with national and international standards and practices in the field of human resources management, the principles of the United Nations Global Compact, the performance standards of the International Labour Organisation, the World Bank (IFC “International Finance Corporation”) and the European Bank for Reconstruction and Development (EBRD), covering all geographical areas in which TAV operates.

In addition, issues of equality, diversity, inclusion and fairness are prioritised in line with TAV Airports’ vision and values and are included in the operational flow with a shared awareness across all Group companies. As an organisation with operations spread over a vast geographical area, TAV Airports supports intercultural interaction, and the sharing and enrichment of cultures through cultural diversity.

TAV Airports supports the employment of **women in all functions and at all levels** of responsibility (target of more than 25% of women on the Board of Directors achieved in 2018). The Board of Directors has had three female members since 2018, compared to one in 2017.

TAV Airports is also ranked among the top 15 companies with the **highest female employment rate in Türkiye** (over 25%, including in management positions)⁴⁸, according to the 2021 survey of female-friendly Turkish companies conducted by Capital magazine.

Its subsidiaries BTA, TAV OS and TAV Air are among the 27 companies certified by the Great Place To Work Institute as the **Best Workplaces for Women in Türkiye**.

TAV is a member of the Directorate General of Civil Aviation Gender Balance Fostering Commission (TCDGK).

TAV Airports Holding and Havaş are the two group companies appointed to **monitor gender balance in the Turkish civil aviation sector**, promote the creation of equal gender opportunities in the selection of aviation professions and encourage women to obtain education and training in aviation-related fields.

“Diversity, inclusion and equity are at the heart of our business model at TAV Airports. We know that passenger satisfaction is directly correlated with employee satisfaction.

Our rate of female employees is well above the industry average, and six airports in our portfolio are managed by female directors. We will continue our efforts to promote diversity and inclusion within our Group.”

Hakan Öker

Human Resources Director, TAV Airports

⁴⁸ The overall proportion of women in the holding company, which employs more administrative staff, has also increased by 7 percentage points in 2 years (43% in 2022 / 36% in 2020).

To promote the employment of women, TAV Airports Holding has applied the **Equal Opportunities Model (FEM)** since 2017. This model was developed under the leadership of KAGIDER, with technical support from the World Bank, in collaboration with PricewaterhouseCoopers (PwC) and Ernst & Young (EY). It has also been certified following an independent evaluation.

TAV Airports also supports the **principles of the WEP Programme (Women's Empowerment Principles)**, a joint initiative of the United Nations Global Compact and UN Women, which aim to empower women all over the world in all areas of life and work and in particular health, safety, education and development.

TAV Airports also takes care to participate in unique projects supporting gender equality in different sub-dimensions, specific to the sectors in which they operate.

Havaş was one of the first companies to sign up to the **Business Against Domestic Violence (BADV)** project, created as part of the Sabanci University Corporate Governance Forum, to create **support mechanisms against domestic violence in the workplace** and raise awareness of violence against women.

TAV Airports Holding is one of the **founding members of the Women in Technology Association (Wtech)**, which aims to increase the number of women in the technology sector and enable them to discover their own potential and equal opportunities in the world of science and technology. TAV Technology actively supports the **Women Leaders in Technology training programme**, which aims to empower women and offer them the skills needed to pursue a career, in order to ensure human diversity in the technology sector.

TAV Airports Holding is taking part in the **Women in Sales Network social project** implemented by Sales Network in 2019 to raise awareness among companies and women, and increase the involvement and qualification of women in the world of sales.

TAV Operation Services is the spokesperson for the **Mentors for a Million Women programme**, which aims to connect young women (aged 15-25) with industry leaders in the STEM (Science, Technology, Engineering and Mathematics) fields via a digital platform.

Our approach to progress in terms of equality and inclusion

A **sub-committee for diversity, inclusion and equity**, set up in 2022 as part of the sustainable development governance, brings together all TAV companies. One of its aims is to raise awareness of the concepts of diversity, inclusion and equity within the organisation, to design the processes needed to ensure that they are disseminated and to work towards integrating them into the company's strategy. Gender equality has been defined as one of the committee's priorities.



► AIG

Airport International Group (AIG) was the 2021 **winner of "Destination Gender Diversity"** for private companies in Jordan. This competition supports businesses as part of a **5-year World Bank programme for women's economic participation** in Jordan, Lebanon and Iraq. Companies were invited to submit their projects to improve gender diversity and inclusion in the workplace.

As a result, AIG benefits from consultancy services, an assessment of the gender diversity of its workforce, and assistance in the preparation of an **action plan to facilitate the achievement of gender diversity objectives**. Within this context, a commissioned firm conducted interviews between March and May 2022. A survey on the perception of equality in society was conducted over the summer, with a response rate of 36% (150 responses). Targets will be set in 2023 on the basis of the results and recommendations obtained.

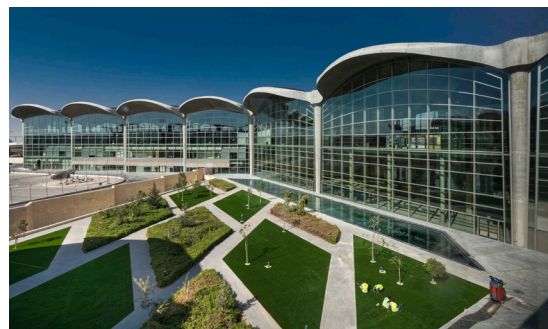
This achievement demonstrates the commitment to promoting gender equality in the workplace and increasing the number of women in the company, particularly in management and technical positions. AIG will also take part in the UN Women programme.

AIG's recruitment policy also offers opportunities for candidates with **disabilities**. A **liaison officer** responsible for coordinating with the Jordanian Higher Council for the Rights of Persons with Disability promotes the integration, care and working conditions of disabled employees, by advocating a favourable working environment, reporting on their working conditions and formalising guidelines to support disabled people (use, replacement, maintenance of equipment and aids, etc.).

With regard to the employment of **younger generations**, AIG is rolling out a specific recruitment training programme with the approval of the Ministry of Labour and Al Jizah, the community in which the airport is located. The young people are trained for one year by AIG, with a high probability of recruitment if a job opportunity arises. In 2022, this **Training Leads to Hiring programme** trained four interns, one of whom was hired in IT and two others are potential candidates. The programme will continue in 2023.

A partnership with a vocational training academy also facilitates internship and recruitment opportunities within AIG.

And the **AIG Foundation's Hirfati Training Centre** also offers certified vocational training for young people, after they have passed the official Ministry of Labour exam.



© Alain Leduc for Groupe ADP

Group approach to progress in terms of equality, diversity and inclusion

Pursue the efforts made by each Group entity in terms of equality and diversity, and integrate these issues into the Group's Human Rights policy, in line with the ambitions of the CSR policy.

"I unequivocally believe that Groupe ADP must be exemplary in terms of gender equality. We must strive for the equal treatment of men and women at all levels of the company, whether this relates to conditions of access to employment, career progression or, of course, pay.

All of this can only succeed if we implement a proactive strategy, starting with the recruitment process and continuing throughout the career management of our female employees, as well as by raising managers' awareness of the issue."

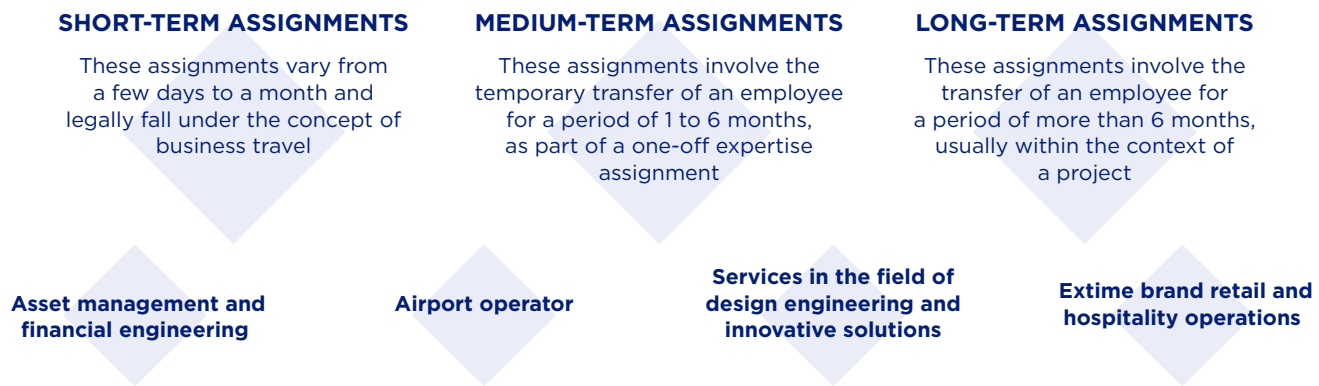
Augustin de Romanet
Chairman & Chief Executive Officer of Groupe ADP

ATTRACTIVENESS AND MANAGEMENT OF CAREERS

Groupe ADP is one of the few airport operators present in all areas of the airport value chain: from engineering studies to the commissioning and operation of complex infrastructures. This diversity offers rich, dynamic and varied career paths.

Taking all its activities and subsidiaries in account, the Group operates in 125 airports in 50 countries. **Intragroup transfers** enable synergies to be created between the different entities. Managers with an international outlook benefit from specific support: training programmes, incentives and mobility management within Groupe ADP, expatriation support, local recruitment, etc.

Depending on their needs, Group employees have the choice between 3 types of **international** mobility, based on 4 major business families:



These exchanges provide an opportunity to share best practices between entities and to develop business expertise, while preserving local specificities and enhancing the cultural diversity of Groupe ADP.

Experience abroad also enables employees to:

- ◆ contribute to the Group's international reputation
- ◆ acquire a more detailed knowledge of the Group's activities abroad, while capitalising on its business expertise
- ◆ become familiar with a new culture and new working practices.

► **Aéroports de Paris**

It is also possible to carry out assignments abroad as part of the **Graduate Program**. This is a career path that guides talented young people towards managerial, project management or expert roles. The programme is comprised of three 8-month assignments working with managers, at the end of which a permanent position within Groupe ADP is offered. This enables the graduate to acquire a wealth of professional experience and diversity, as well as in-depth knowledge of the Group.

Career management at Aéroports de Paris is covered by the 2022-2024 **GEPP Agreement (Employment and Career Management)** signed unanimously by the representative trade unions. In particular, it is based on a new industry and skills framework, which groups the company's businesses according to their purpose and similarity of skills. It also covers the management of the business lines (engineering, maintenance, finance, Information Security, etc.), and the mapping of professions will bring together the criticality of positions and the availability of skills.

“I’ve always wanted to travel, share experiences and explore different ways of thinking. I’ve worked in a variety of roles at Groupe ADP since 2004, and each time I’ve taken on new responsibilities. My next step? Cotonou Airport, Benin!”

Magali
Airport Operations Manager

In the context of significant internal transfers, the skills development plan has been adapted accordingly, based on identified employee needs.

The new **management support programme**, launched two years ago, has enabled more than 1,200 managers (2021-2022) to take part in co-development groups and practice-sharing workshops, and attend themed webinars:

► **Team support**

Group time to support managers and teams with regard to operating procedures, new teams and business transformation (21 teams, 600 people involved in 2022)

► **Work transformation**

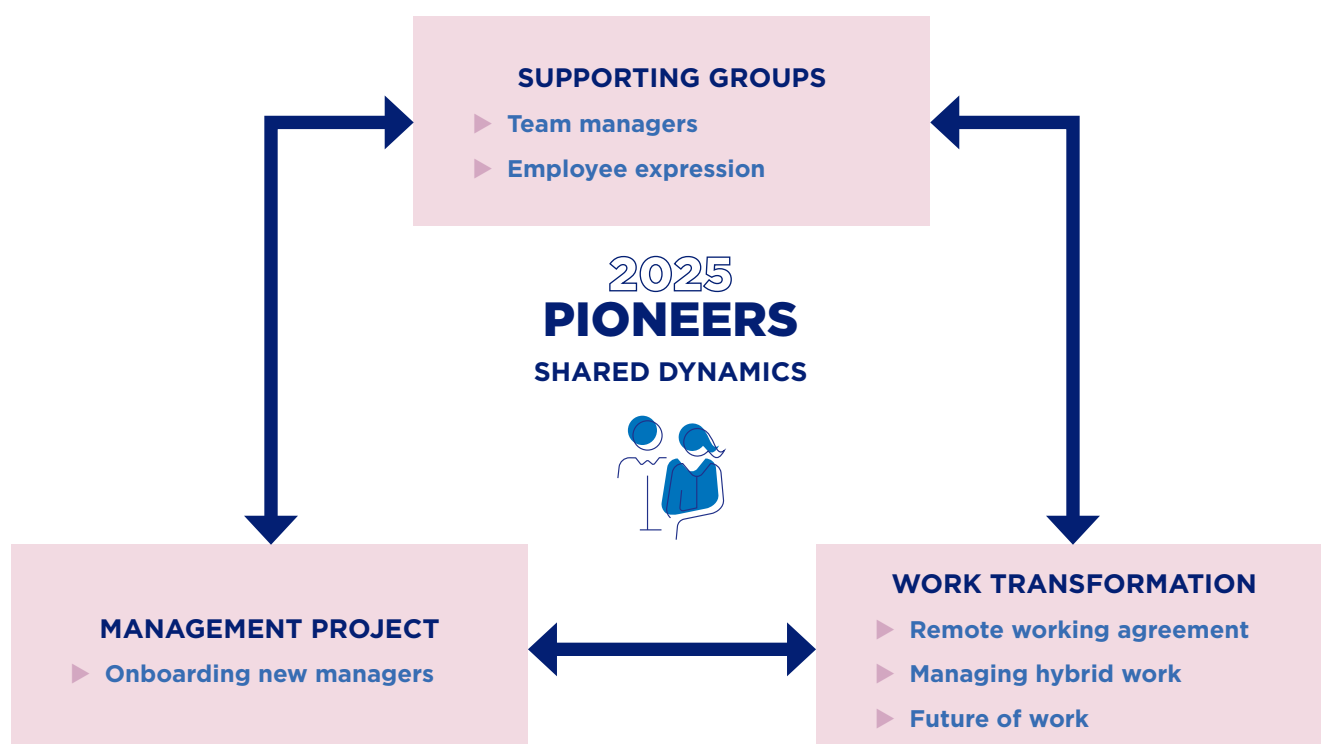
As a result of the crisis and the numerous departures and arrivals, new ways of working required support for change. Several initiatives have been introduced in this area:

- ◆ Managerial support for changes in the organisation of work with a view to transitioning towards dynamic workspaces (6 divisions supported in 2022)
- ◆ Communication and awareness-raising on the adoption of the charter on the right to disconnect
- ◆ All employees affected by internal redeployment received personalised HR support
- ◆ Complementary measures were introduced to support the divisions affected by dynamic workspaces in 2022

► **Management project**

- ◆ Co-development groups for managers (1,200 managers, of which 71 managers were involved in 2022)
- ◆ Interactive webinars to assist with manager development in a changing environment (9 themes in 2022 – 550 participants + recordings available on the intranet for all employees)

SUPPORTING CULTURAL, INDUSTRIAL AND MANAGERIAL CHANGE



Fully embodying the Group's hospitality values, a comprehensive [Onboarding programme](#) supports new recruits through their first 6 months. It comprises:

- ◆ a welcome pack
- ◆ access to the dedicated Onboarding website which offers practical advice and HR information, and the chance to sign up for airport tours and social events

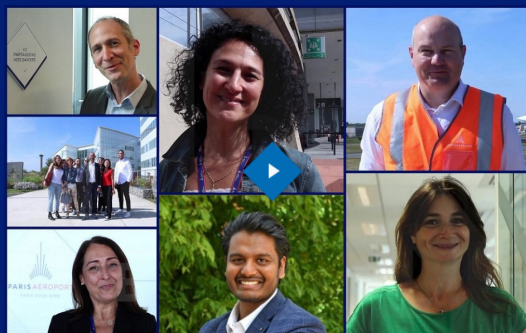
GROUPE ADP AWAITS YOU!

Any questions? ▼

Welcome to your Onboarding area!

We are thrilled to welcome you to Groupe ADP. To help you make the most of your first steps with us, this section contains all the information you need to get started. Practical advice, HR information, schedule of conferences, visits to our airports, etc. This space is yours! Don't hesitate to consult it regularly and share your experience on our social networks.

WELCOME VIDEO FROM GROUP EMPLOYEES



YOUR FIRST STEPS IN THE GROUP

Groupe ADP is here to support you through your first steps in the company

What are the stages of your integration process? Who are your HR contacts? What tools are available to you? Find out more here!

- ◆ MY FIRST 4 MONTHS
- ◆ MY TRAINING PROGRAMME
 - ▶ MY E-LEARNING SESSIONS
 - ▶ MY CONTACTS

- ◆ access to webinars and/or conferences on key issues for the Group, e-learning modules on corporate culture, etc.
- ◆ meetings with the Chairman and CEO, the Human Resources Director and other members of the Executive Committee
- ◆ the option to choose a sponsor or mentor as part of the **sponsorship scheme**, designed to facilitate and accelerate the integration of new employees and introduce them to the culture and diversity of the Group. Volunteer sponsors and mentors with different backgrounds can keep in touch with each other via a platform.



► TAV Airports

Each year, the regular and periodic promotion requests of all TAV Airports companies are consolidated by TAV Holding. All applications are assessed in a transparent manner and are retained by the holding company's Human Resources Division.

As part of the talent management project, TAV Airports developed 3 new programmes in 2022:

- ◆ The **Eduport** project, for the whole group, is assessed as part of a needs analysis, to which the company responds with comprehensive general training courses
- ◆ **NTAV** is a **career opportunities** project for **young people**. Meetings are organised with student clubs at major universities, as part of the company's collaborations with universities: participation in face-to-face focus groups to talk about the group and listen to student opinions
- ◆ The creation of a talent pool fuels personalised development programmes and the qualification of current and future leaders. This **talent management** project includes a programme for people who have successfully completed the NTAV project and are graduates of major universities. In addition to project-related training, development opportunities are also offered: internal mentoring, participation in projects and rotations. A career/employment opportunity is offered to those who have successfully completed and submitted their work at the end of the project.

These projects include the development of employees in their current positions, which may offer opportunities for progression. These are included in the talent management project process and supported by the project and development programme processes.



© Stéphane Sby Balmy for Groupe ADP

► AIG

As the largest employer in its sector, AIG's challenge is not only to recruit, but also to retain and motivate its employees, given its size. With this in mind, there is a strong focus on opportunities for internal mobility, as well as group-wide transfers, particularly for young people, including for training.

GOOD GOVERNANCE AND BUSINESS ETHICS

COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

► **Aéroports de Paris** practices very active social dialogue. In 2022, 8 collective agreements were signed:

Collective agreement on Employment and Career Management (GEPP)	2022-2024 Profit-sharing agreement	Amendment No.1 to the agreement to set up the Social and Economic Committee (SEC) and local representatives of 09 September 2019
Agreement on the payment of the 2022 exceptional value-sharing bonus	Agreement on the payment of an exceptional mobilisation bonus to Emergency Medical Service (EMS) doctors	Agreement on specific pay scales for Ambulance staff in Emergency Medical Services (EMS)
Fixed-term extension amendments to the collective agreement on the employment of people with disabilities of 18 November 2019 and the collective agreement on gender equality in the workplace of 18 November 2019.		

The agreement negotiated at the end of 2022 for the 2023 Mandatory Annual Negotiation (on salaries) was unanimously signed on 5 January 2023 by the representative trade unions.

All Aéroports de Paris agreements are regularly monitored within the Monitoring and Interpretation Commissions organised by management and the signatory trade union organisations, and regular reviews are carried out for the Social and Economic Committee on the subjects laid down by French regulations, such as health and safety, employment, and diversity.

No new agreements were signed within the subsidiaries in 2022.

3.2.2. Managing partner, subcontractor and supplier risks

See section 4.2 on Measures to mitigate risks and prevent serious harm.

3.2.3. Managing local community risks

An airport’s purpose is not just to connect a region or country to the rest of the world: rooted in local regions, airports also play a major role in their development, their living environment and their economic and social development. They therefore must maintain ongoing dialogue and relationships with communities, local economic players and residents.

Groupe ADP thus pursues a genuine policy of economic and social cooperation in its host territories, in particular with a view to sharing with them the benefits of airport activities both at the Paris airports and abroad.

To ensure that this value is shared with the local community, Groupe ADP is implementing a policy based on 4 themes, set out in the Airports for Trust charter, signed by 23 of the Group's airports, and in its CSR strategy "2025 Pioneers for Trust":

- ▶ actively contribute to improving the living conditions of local populations and reducing noise exposure
- ▶ build a long-term relationship of trust with the territories and local stakeholders
- ▶ make local communities the primary beneficiaries of airport activities, particularly in terms of training, integration and employment
- ▶ coordinate the airport community

▶ Aéroports de Paris

Build a long-term relationship of trust with the territories and local stakeholders

The easing of the health crisis has enabled the gradual reopening of the Environmental and Sustainable Development Resource Centres to the public, even though digital resources such as the website entrevoisins.groupeadp.fr enabled a certain level of information to be shared with local players regarding airport activities, the management of the pandemic in the terminals, the latest news regarding airport activities and environmental strategy, and recruitment made necessary by the resumption of airport activity. Behind-the-scenes tours of the airports have also been organised for local councillors, and meetings with the latter have also resumed.

Make local communities the primary beneficiaries of airport activities (training, integration and employment)

As the driving force behind a genuine airport community of more than 1,000 service provider companies representing 96% of jobs at its three airports (just over 115,000 people⁴⁹ at the end of June 2022), Groupe ADP is positioning itself as an HR integrator in this community, to the benefit of employees and residents, always as close as possible to the areas in which it operates. Approximately 5,000 new staff members were recruited in 2022 as a result of the upturn in air traffic and economic activity at the Paris airports, with all business sectors showing strong growth.

Dedicated to creating value only if its activity also generates value for the areas surrounding its airports, Aéroports de Paris gives priority to four major areas:

1. TRAINING

For many of its projects, Groupe ADP relies on the partnership tool created with Air France, the French State and the Île-de-France region in 1998: the GIP Paris-Charles de Gaulle Alliance, which brings together the State, the region, the three départements in which Paris-Charles de Gaulle is located, and the local authorities managing the areas in question. With this local expert partner, and with other local players, Groupe ADP is working to identify changing professions within the sectors of activity of its airports and those that are beginning to emerge, as well as imagining those that may emerge over the coming decade as a result of sustainable development, the energy transition and the ecological transition in particular. This work ensures that the training programmes offered to employees and jobseekers living in these regions take full account of these skills frameworks.

As these skills frameworks are to be created for future professions, Groupe ADP is participating in the "[Skills and Professions of the Future](#)" call for projects launched by the Caisse des Dépôts et Consignations and the Agence Nationale de la Recherche, supported by the Paris CDG Alliance for the hydrogen sector and the decarbonisation of the air transport sector.

The Collective Transitions (TRANSCO) scheme, which has been in operation since October 2021, will also create bridges between companies for employees as part of their professional mobility and make better use of the career experience gained at the airport. Dozens of events, meetings, visits to employees, communication campaigns, etc. have already enabled 8 companies to submit an application and almost 30 employees to receive individual support for a career development project.

⁴⁹ 85,776 at Paris-Charles de Gaulle, 3,252 at Paris-Le Bourget and 26,100 at Orly.

Other projects are focusing on creating new training tools that are innovative, attractive and more effective. Groupe ADP has joined the consortium led by Paris CDG Alliance to respond to the **Aéroverse** call for projects for a virtual airport project that will enable jobseekers to discover dedicated professions in an interactive and entertaining way.

Finally, 45,000 volunteers will be recruited to welcome the Olympic family to Paris in 2024, including several hundred assigned to our airports as part of our partnership. To ensure that its stakeholders benefit as much as possible from this event, Groupe ADP is asking:

- ▶ employees to share the call for volunteers with those around them
- ▶ elected representatives and associative partners to share the call for volunteers with their constituents and members
- ▶ community partners to share the call for volunteers with their employees.

In order to ensure that this volunteer experience is a valuable part of their careers at our airports, optional training content will also be offered to volunteers to help them succeed in their assignment and potentially be considered for a permanent job within the airport environment after the event.

2. EMPLOYMENT

Together with its partners⁵⁰, the Public Employment Services (SPE), the départements and local authorities, and the largest possible number of airport companies, Aéroports de Paris is committed to **promoting employment for local residents**, in particular those who have had difficulty finding work, and **restoring the attractiveness of airport jobs**.

To this end, in 2021 we encouraged and suggested the creation of the [Association des Métiers Aéroportuaires](#) (AMA or Association of Airport Professions), which already has over fifty company members. In particular, it is tasked with promoting airport professions, especially those in short supply. It is developing a number of partnerships with local authorities and supporting the actions of the Public Employment Services and airport companies.

In 2022, Groupe ADP chaired the Aéro Impact Ressources Humaines (AIRH) association, which has created a **digital recruitment platform** called [AEROWORK](#). This new career opportunities portal presents airport recruitment job vacancies (9 companies representing 35 establishments and 20,000 employees). It was created by a dozen of the airport's major companies and is characterised by its **focus on candidates' personal skills, without discrimination**: no CV or photo is required. A quirky personality quiz uses an algorithm fed by Artificial Intelligence to determine a profile on which recommended job categories and current recruitment vacancies are based. This scheme is specifically aimed at jobseekers with few or no qualifications and people who have been out of work for some time. Most airport jobs require in-house training upon recruitment. AEROWORK was an immediate success among its target audience and recruiters alike (more than 600 candidates supported in under 4 months) and has already won two digital HR awards.

“We are in a paradoxical situation: we're based in areas with high rates of unemployment, but there are a huge number of short-staffed jobs for which we haven't managed to recruit. Whatever their level of qualification, whatever their technical background, there is a place for every applicant at the airport.”

Groupe ADP Director of Sustainable Development and President of Aërowork

More broadly, Groupe ADP holds partnerships with, hosts or supports numerous recruitment events and forums: in spring 2022 with Paris CDG Alliance, Orly International and Pôle Emploi (nearly 400 recruitments), in the autumn at the 10th [RDV pour l'Emploi d'Orly-Paris](#) (5,000 visitors, 78 companies, 700 job meeting interviews and 2,000 vacancies published).

Groupe ADP also encourages students to learn about different careers and the corporate world from secondary school onwards, through a programme of **“Stages”** offered to 14 and 15 year olds. **Multi-company** weeks are organised with the Group's partners (target of 1,500 trainees/year by 2025, which should be achieved this 2022-2023 season). Aéroports de Paris also welcomes more than 250 work-study students in all its entities.

⁵⁰ As part of the [Paris-CDG Alliance](#) and [Orly International](#).

3. INTEGRATION

Groupe ADP is involved in a number of local initiatives to promote integration through economic activity, in partnership with the French State, local authorities and local businesses. In particular as part of the **regeneration programmes** set up following the pandemic crisis, but also in a more structural way by means of **integration clauses** in its contracts.

Groupe ADP finances and supports a number of social integration entities whose main objective is to remove barriers to employment: Comité Habitat obtains social housing for employees on low incomes; Papa Charlie rents cars at very low prices to employees of the three airports with or without a full licence; the Filéo transport-on-demand network for Paris-Charles de Gaulle employees who work irregular hours; and the crèches run by Groupe ADP at the Roissy and Orly airports that are open irregular hours.

4. SOCIAL AND SOLIDARITY ECONOMY (SSE) AND CIRCULAR ECONOMY

Groupe ADP is increasing the number of contracts it enters into with local companies involved in the SSE and circular economy as part of its airport operating contracts covering equipment, food, cleaning, etc.

In addition to its role as a service integrator and HR integrator as leader of the Paris airport community, Groupe ADP also leads **dialogue with the Group's airports worldwide on social issues**. In the first half of 2022, the Group initiated a process of reflection with its main assets to identify common actions in the areas of attractiveness, employment, training and integration, and to take better account of the specific characteristics of each in the design and implementation of the Group's CSR strategy.

At the Group level, a two-pronged approach has also been applied to the notion of **positive territoriality**, with the Group's subsidiaries, to define shared CSR actions related to local regions and with the airports abroad, via the Paris-CDG Alliance, notably as part of the Sustainable Airport Areas (SAA) partnership, on new operating methods and the exchange of best practices.

Supporting entrepreneurship and innovation

Entrepreneurship is a cornerstone of a region's economic diversification and innovation. By setting up business incubators at Paris-Charles de Gaulle and Paris-Orly airports for entrepreneurs, start-ups and growth companies, Groupe ADP promotes and participates in the development of entrepreneurship and encourages the emergence of business projects. In 2022, [Wacano](#) opened a new incubator dedicated to entrepreneurship just a stone's throw from Paris-Orly Airport and the Rungis International Market, offering private offices, coworking spaces and support solutions.

Groupe ADP has also undertaken a survey of its innovation needs in order to identify potential for shared growth with start-ups in our airports' areas of influence.

Lastly, the club of winners of the Rendez-vous de l'Entrepreneuriat awards, jointly organised with the Orly International association, has been created, enabling the emergence of a community of young companies with a promising future for the economic development of the region. The [9th Rendez-vous de l'Entrepreneuriat](#), held at the end of 2022, brought together 60 partners and welcomed 200 visitors.

Citizen Commitment in favour of local communities


The Citizen Commitment Division, which brings together the Corporate Foundation and all of the Group's sponsorship initiatives, supports a wide range of projects on a variety of themes for the benefit of communities and players located near the airports operated by the Group.

“Employee commitment, one of the cornerstones of the company's citizen commitment strategy, aims to involve employees in public interest initiatives that benefit the areas surrounding the airports.”

Mathieu Bardon
Director of the Citizen Commitment Division


Join us and get involved in a commitment programme!

#Employee mentoring




- ◆ Help employees with literacy problems to succeed in their training during your working hours

#Commitment days



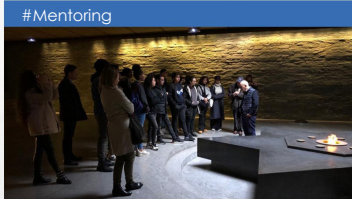
- ◆ Get involved with an association supported by the Foundation, over the long term and during your working hours

#Solidarity leave




- ◆ Spend your leave working on an international solidarity assignment

#Mentoring




- ◆ Support young people at a secondary school near you!

#End-of-career skills sponsorship



- ◆ Gently prepare for retirement by joining the senior skills sponsorship scheme

#Salary round up



- ◆ Support an association with micro-donations deducted from your salary

Employees looking to make a positive difference in their local area can sign up for a variety of commitment programmes offered on the ***jemengage.groupeadp.fr*** online engagement platform created in 2021. They can volunteer for up to **3 days a year** during their working hours to mentor young people and other employees, share their skills with senior citizens, carry out civic missions or solidarity team building, as well as round up their salaries, book solidarity leave, etc.

By setting a performance objective in its “2025 Pioneers for Trust” CSR strategy of **multiplying by 5 the number of Aéroports de Paris employee citizen commitment days, which would take it to 5,000 over the period 2022-2025**, the Group intends to strengthen this culture of citizen commitment to benefit the local territories.

Aware of the importance of developing skills-based sponsorship, the number of commitment days performed by employees has been added to the 2022-2024 collective agreement on profit-sharing. In line with this agreement, Groupe ADP also organised its first “**Commitment Month**”, which took place in November 2022. Environment, education and professional integration-related actions were offered to employees and nearly 200 of them took part.



© Michel André for Groupe ADP

Groupe ADP’s citizen commitment is also embodied in its **Corporate Foundation**, which in 2022 supported 54 projects (48 in 2021), of which **42 were local projects and 12 international projects**. In 2022, international activities accounted for more than 25% of the Foundation’s budget (compared with 15% in previous years). Among the projects supported abroad, the association of Volunteers for Health and Development (AVSD) in Benin enables young girls to continue their studies close to their families, and Ecoles du Monde, supported by the Foundation, is building a vocational high school specialising in IT courses.

In 2022, Groupe ADP, with the help of its employees, raised and donated over €100,000 to Secours Catholique – Caritas France to support its activities and meet the needs of the civilian population affected by the **conflict in Ukraine and neighbouring countries**. In addition to welcoming refugees at our Paris airports in spring 2022, the Group wanted to address the longer-term needs of Ukrainian refugees in France through various initiatives:

- ◆ Involving employees over the long term through the salary round-up scheme (monthly micro-donations deducted directly from payslips)
- ◆ Financial support from the ADP Foundation to the Libraries without Borders (BSF) association in France to develop a mobile app especially for Ukrainian refugees in France, offering content to help them learn French and cultural and administrative information in Ukrainian to facilitate their integration, as well as facilitating access to jobs at the airport
- ◆ Material support from the Groupe ADP Foundation for the “Un bateau pour l’Ukraine”⁵¹ operation, organised by the French Ministry of Foreign Affairs
- ◆ Financial support for the BIP Humanitaire convoy, an NGO that specialises in sending medical equipment abroad.

In 2022, Groupe ADP also launched a number of sporting initiatives:

- ◆ The Connexions Sport call for projects enabled more than 50 employees to benefit from financial support to take part in a sporting event in France or abroad
- ◆ As part of the partnership with ODYSSEA, more than 125 Group employees ran or walked to raise money for breast cancer research projects
- ◆ The 2022 edition of the Paris Aéroport Cup at Paris FC’s training centre in Orly brought together around 200 female players from the areas surrounding the Paris airports and enabled around 20 employees to get involved in this organisation on a voluntary basis
- ◆ Since the 2018-2019 season, Groupe ADP has been supporting Paris Football Club through the Orly training centre. This partnership also supports societal initiatives such as the public speaking competitions for young women at Paris FC and the Paris Aéroport Cup, which enables exchanges between our northern and southern territories.

► AIG

As the company operating Jordan’s largest international airport, AIG is fully aware of the vital role it has to play, both economically and socially. The [Airport International Group Foundation](#) - AIGF - is the first corporate foundation to be set up by the Group abroad. Inaugurated in October 2021, it aims to strengthen AIG’s CSR policy in three key areas: **youth empowerment, development of disadvantaged communities, and the environment**.

These selected areas reflect the urgent needs of Jordanian society and are aligned with Groupe ADP’s CSR objectives and the United Nations’ Sustainable Development Goals (SDG). Through education and vocational training, AIGF is working to help reduce unemployment rates.

“It’s encouraging to see so many capable young people benefiting from our training programmes and courses, especially when we see graduates setting up their own businesses, getting jobs and applying their newly-acquired professional skills to improve their communities. We look forward to building on these successes and meeting the needs of new groups of aspiring young people through our future initiatives.”

Omar Masri
Chairman of the AIGF

⁵¹[Launch of the “A ship for Ukraine” initiative / Gouvernement.fr](#)

One of the AIG Foundation's first projects was the refurbishment, in 2020, of the "Herfati" training centre (which means "My job" in Arabic) in the municipality of Al Jizah, so as to run a range of vocational training programmes for people living near QAIA Airport. In 2021, the AIG Foundation enabled the refurbishment of a football pitch and two schools in Al Jizah and the extension of a vocational training programme for 76 young people. In 2022, it financed football training for 35 children, vocational training for 35 students from Al Jizah and the planting of 1,000 fruit trees for disadvantaged families in the neighbouring community.

3.2.4. Managing our risks in relation to all our stakeholders (excluding local communities)

PUBLIC AND AIRPORT SAFETY AND SECURITY

Ensuring airport safety and security

Public and airport safety and security are among the most important issues for Groupe ADP. All the Group's airports strictly comply with the relevant requirements in each of the countries in which it operates.

Within Aéroports de Paris, the Audit, Safety and Risk Management Division was set up to strengthen the response to safety and crisis management issues, which have become particularly acute in the current pandemic context and its various associated challenges (health & safety, public safety, etc.).

The management of risks relating to airport safety and security and the safety of people and property are described in Groupe ADP's Universal Registration Document.

Reception and care for People with reduced mobility

Pursuant to Regulation (EC) No. 1107/2006 of 5 July 2006, Aéroports de Paris has been providing assistance to people with disabilities or reduced mobility (PRM) at Paris-Charles de Gaulle and Paris-Orly airports since 22 July 2008.

To meet the needs of these passengers, Aéroports de Paris is now working on two main areas of focus:

- ▶ The universal accessibility of our facilities responds to a major societal challenge in terms of the need for PRM⁵² to be independent, and must present assistance as a chosen option when visiting our facilities. This work focuses on four main themes:
 - ◆ clear and accessible information on the Paris Aéroport website prior to travel, so that passengers can prepare for their journey with full autonomy, whatever their disability
 - ◆ the introduction of a PRM customer hospitality approach structured around, in particular, raising awareness of disabilities (difficulties encountered, behaviour to adopt, etc.) for all members of the airport community
 - ◆ improving journeys by finding solutions that enable independence (guidance solutions, etc.) and improving the experience at the airport
 - ◆ developing a range of services to encourage autonomy (changing rooms, quiet/sensory rooms, sunflower lanyards, etc.)
- ▶ With regard to assistance services for people with reduced mobility, the emphasis is on strengthening the hospitality aspect, customer reassurance, better integration of the operational constraints of airline customers and flight punctuality

⁵² People with disabilities or reduced mobility

Supporting and caring for homeless people in airport terminals

Like in any public area, homeless people are regularly found in airports. This presence increased during the pandemic, with the return of people who had managed to reintegrate into society and the arrival of new regulars.

For many years, Aéroports de Paris has been working in conjunction with the relevant State services and various social and medical players such as the Red Cross and the Unité Mobile Psychiatrie Précarité (UMPP), to reach out to these people and provide them with assistance and help with their reintegration into society. The Emergency Medical Service and the airport chaplains also provide assistance to the homeless when needed.

The Group's actions are also designed to reassure and ensure the safety of passengers and airport staff.

With a view to continuous improvement, reinforced by the death in August 2022 of a homeless person armed with a knife at Paris-Charles-de-Gaulle Airport, Aéroports de Paris is currently conducting a new in-depth study to identify additional action that could be taken in conjunction with the French government.

GOOD GOVERNANCE AND BUSINESS ETHICS

Protection of private life and personal data

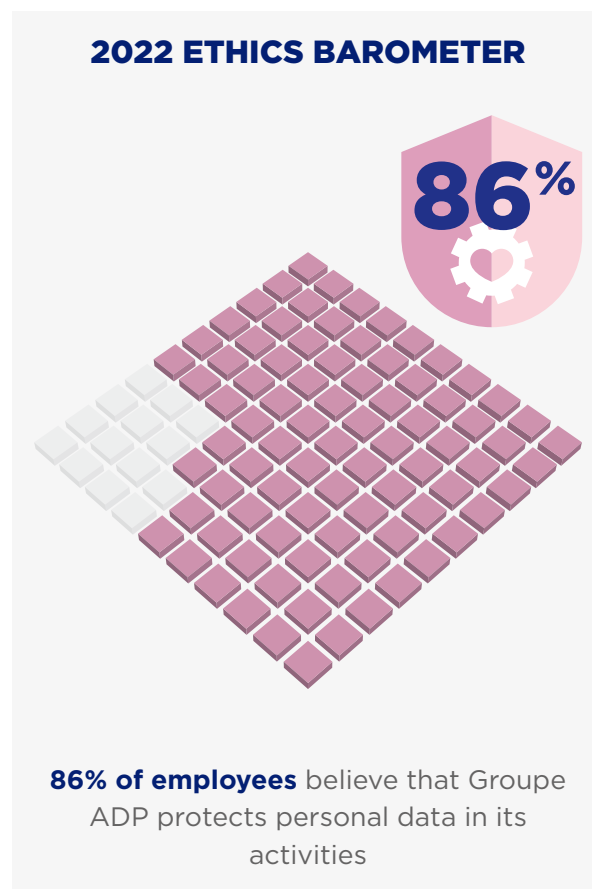
In the course of the Group's activities, ADP may be required to process a certain amount of personal data relating to its employees, current/prospective customers, passengers, partners, service providers, etc. The processing and storage of such data naturally calls for a certain number of actions designed to prevent possible breaches of security leading, accidentally or unlawfully, to the unauthorised destruction, loss, alteration or disclosure of personal data, or the unauthorised access to such data.

Aéroports de Paris has appointed a Data Protection Officer (DPO) and Data Protection Correspondents (DPC) in each support division. Only necessary data is collected, processed and stored securely and in accordance with regulatory requirements (GDPR and Data Protection Law).

A Group data protection policy is defined, implemented and monitored. It is based on the Group Information Systems Security Policy and the general information protection policy. Instructions for the application of the data protection policy have been drawn up and made available to all employees.

Regulatory requirements are taken into account at the design stage (Privacy by Design) and by default throughout the life of projects (Privacy by Default).

The Group's employees are made aware of personal data protection, and internal regulations govern the application of these policies by employees. Employees are subject to confidentiality rules (internal regulations, employment contract, etc.). An e-learning programme is being rolled out to all employees, and those in key data protection positions are urged to attend a face-to-face training session, which will explain the GDPR requirements with which they must comply and/or enforce in their daily activities.



Clause repositories propose standard clauses to be included in contracts and agreements (which can be further expanded if necessary with the assistance of the Legal Affairs & Insurance Division). Any service provider with access to sensitive information is also subject to confidentiality rules (contract clause, NDA, internal regulations where applicable, etc.).

Stakeholders are informed about the processing of their data. A centralised procedure is implemented to respond to requests to exercise data rights.

The GDPR compliance management platform (ARIEL) notably includes the processing register. Group methods are put in place (e.g. Impact Analysis method) and indicators are shared by the various entities. Our IS project management methodology takes into account the protection of personal data.

There are three levels of control: Business line, Data Protection Officer team and Corporate Audit Division. The Data Protection Impact Assessment documentation makes it possible to follow-up on action plans by processing action or by division. The data protection team carries out self-assessments as part of the internal control.

A data breach management procedure also exists and is implemented. An on-call and crisis management system allows us to react in the event of a data breach.

At the Group level, the Group Data Protection Policy sets out Groupe ADP's commitments to protect the personal data of its stakeholders and ensure compliance with the relevant regulations. It establishes the organisation put in place for this purpose (1 DPO must be appointed in each company subject to the GDPR). It specifies the principles and rules for ensuring the adequate protection of the personal data used in Group activities.

Aéroports de Paris monitors the compliance of the Group's entities, in particular through Group committees, organised with Hub One (held two to three times a year) for the time being, but which will evolve with the sharing of relevant best practices within the Group.

Our approach to progress in terms of data protection

The interviews conducted as part of the Human Rights mapping exercise highlighted the need for Groupe ADP to define common principles to ensure the minimum protection of personal data by the Group, particularly when national regulations do not provide a protective framework in this respect, as is currently the case in Jordan.



3.3. Assessment and monitoring

The Group indicators listed below are designed to monitor each of the Human Rights issues mentioned in the Vigilance Plan. The table below evolve in response to future changes in legislation.

Issues		Group indicators	
		2022	2021
Employees	Health, Safety and Quality of Life at Work	100% of Group employees have access to the ethics whistleblowing system and are surveyed as part of the ethics barometer Number of ethics alerts: Health & Safety: 0 / HR: 2 Workplace accidents: Frequency rate: 9.03 Severity rate: 0.47	100% of Group employees have access to the ethics whistleblowing system and are surveyed as part of the ethics barometer Number of ethics alerts: Health & Safety: 0 / HR: 6 Workplace accidents: Frequency rate: 8.54 Severity rate: 0.41
	Equality, diversity and inclusion of people with disabilities or reduced mobility	0 discrimination alerts Percentage of women: 32.8% Number of employees with a disability: 392* New recruits on permanent contracts: 17*	2 discrimination alerts Percentage of women: 33.1% Number of employees with a disability: 640 New recruits on permanent contracts: 2
	Attractiveness and management of careers	Average workforce in FTE: 26,183 Ratio of permanent to fixed-term contracts: 94.4% 2,167 New recruits* (1,771 permanent / 396 fixed-term contracts) 1,881 Departures (permanent and fixed-term contracts) Promotion rate: 5.8% 20 hours of training per employee on average Accessibility and intermodality: See section 2.2.3 on Climate	Average workforce in FTE: 22,269 Ratio of permanent to fixed-term contracts: 94.1% 279 New recruits* (256 permanent / 23 fixed-term contracts) 944 Departures (permanent and fixed-term contracts) Promotion rate: 5% 19 hours of training per employee on average Accessibility and intermodality: See section 2.2.3 on Climate
	Good governance and business ethics	8 Collective agreements signed Number of Human Rights alerts: 0	12 Collective agreements signed Number of Human Rights alerts: 0
Suppliers and subcontractors	Sustainable procurement, health and safety Good governance and business ethics	See section 4 Supplier and subcontractor vigilance	
Local communities	Dialogue and value creation shared with our local regions	Thanks to the Itrap tool, coupled with Vitrail, local residents can very easily file complaints, to which they will receive an automated response in under three hours and help to identify aircraft that have committed an altitude, speed or flight path offence.	
All (except local communities)	Good governance and business ethics	Ethics barometer: 86% of employees feel that Groupe ADP protects personal data in its activities	New ethics barometer question since 2022

* Groupe ADP excluding TAV



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SUPPLIER AND SUBCONTRACTOR VIGILANCE

4.1. Supplier and subcontractor challenges and risk mapping

4.1.1. A procurement structure that places CSR at the heart its entire value chain performance

For some years now, the General Resources, Supply Chain and Procurement Division of Aéroports de Paris has had two expert units in place, respectively responsible for:

- ◆ CSR and Responsible Procurement
- ◆ Internal Control and Risk Mapping.

Through these entities, the various steps taken in the field of responsible procurement can be monitored, taking a qualitative approach that can be audited and certified (ISO 9001 since 2015 and ISO 20400 since 2017 specifically) They contribute to the proper execution of the commitments of the division's internal customers, being associated with the action plans of the airports and the functional divisions of Aéroports de Paris (ISO 9001, ISO 14001, ISO 45001, ISO 50001, etc.).

The year 2022 provided an opportunity to draw up the **“Aéroports de Paris Responsible Procurement and CSR Policy”**, which incorporates procurement process stakeholders into the new strategic context of “2025 Pioneers for Trust” - while framing the CSR areas covered - and develops the strategic orientation of procurement towards life-cycle analysis and the assessment of overall costs. Responsible procurement and CSR are thus formally integrated into the 7 main stages of Aéroports de Paris' procurement process:

1. Preparation of procurement strategy guidelines (CSA)
2. Preparation of requirements prior to launching a consultation (CCTP)
3. Preparation of consultation documents (DCE)
4. Analysis of applications and tenders (CSR criteria)
5. Signing of contracts (CSR clauses)
6. Contract performance, with Supplier Performance Measurement (SPM) and environmental and social audits, leading to action and improvement plans
7. Prior to renewing consultations (recurring needs) by taking into account the elements of stages 1 and 6

At the same time, a **new international procurement policy** was drawn up and signed by the partners of Groupe ADP's consolidated scope. This document, including the CSR and responsible procurement section, is available on the Paris Aéroport website, under Partners⁵³. More specifically, this policy develops the following strategic areas:

- ◆ Looking for the best value for money
- ◆ Supplier and partner relations
- ◆ CSR and Responsible Procurement
- ◆ Ethics and Compliance

“By streamlining our procurement practices and operating methods, we are improving in terms of transparency and performance. In this way, every player, whether a procurement advisor, buyer or supplier/service provider, can benefit from our value chain.”

Dominique Étourneau

Director of the Group's General Resources,
Supply Chain & Procurement Division



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⁵³ [Procurement policy \(parisaeroport.fr\)](https://www.parisaeroport.fr/en/procurement-policy)

4.1.2. Risk mapping

In 2022, there were no significant new elements arising from a specific event or from the results of the audits that required changes to be made to the 2021 risk mapping, either in terms of the typology of the most exposed procurement segments or in terms of the criticality of these segments (nature and level of risk).

		General purchases	Energy	Airport equipment	IT & Telecom	Building: Structural work	Operational services
	Capacity to influence						
	Value chain	upstream				on-site	
	Country exposure	✓		✓	✓		
Occupational health & safety	Marked physical constraints: repetitive work, manual handling of loads, awkward postures, mechanical vibrations						
	Harsh physical environment: hazardous chemicals, extreme conditions/temperatures, noise						
	Work patterns: staggered working hours, shift work, night work						
Human rights and fundamental freedoms	Undeclared labour						
	Discrimination						
Environment	Climate risk						
	Biodiversity: deforestation and artificialisation						
	Air, water or soil pollution						
	Waste generation						
	Depletion of natural resources (wood, water, etc.) and artificial resources (paper, cardboard, etc.)						

Effects:

		Very strong / extreme
		Moderate
		Limited

With regard to the environment, IT and telecom purchases, airport equipment, then building (structural work) and energy purchases present high risks in terms of:

- ◆ the climate
- ◆ air, water and soil pollution
- ◆ waste generation
- ◆ depletion of natural resources (wood, water) and artificial resources (paper, cardboard).

Potential health & safety/human rights violations in labour-intensive contracts, such as on-site service provision contracts, are moderate, given French social regulations (98% of Aéroports de Paris’ suppliers are based in France) and in light of the prevention and remediation measures we have in place.

Our main potential risks are:

- ◆ upstream of the value chain for airport equipment and energy
- ◆ in the execution phase for services and works
- ◆ and at the end of the chain for waste treatment.

None of the services purchased generate “extreme” risks such as explosives or ore extraction.

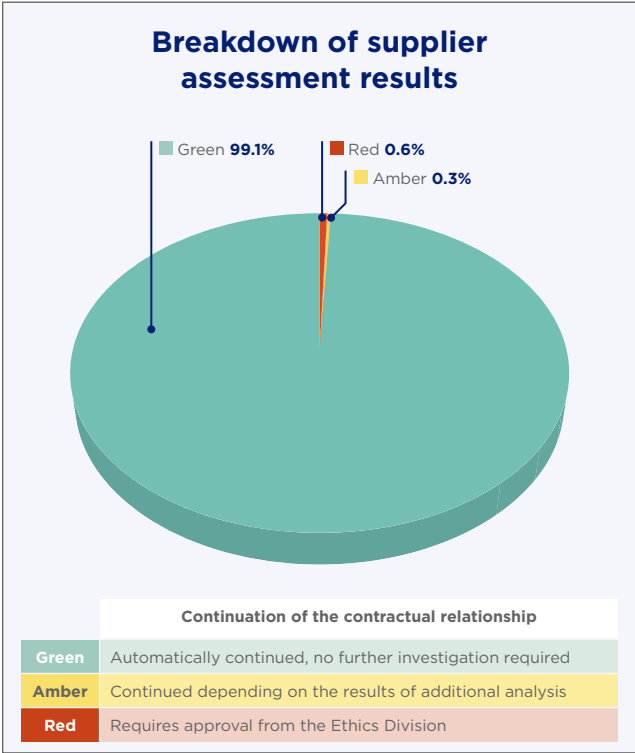
The “country risk” is limited for Aéroports de Paris due to the fact that the majority of its suppliers are based in France and not in countries considered to have a high CSR risk. For example, our corruption risk assessment system, based on the recommendations of the French Anti-Corruption Agency, have enabled us to identify potential suppliers on alert (0.6%) and to take measures to protect ourselves from the negative impact of entering into a contract with them.

In the context of the Russia-Ukraine crisis, the panel of suppliers was analysed to identify those domiciled in Russia, or with capital links to this country.

In addition, pursuant to Regulation (EU) No. 833/2014, amended on 8 April 2022, prohibiting the award or continued performance of any public contract exceeding the European thresholds, with persons of Russian nationality or with persons, bodies or entities owned by a Russian person, Aéroports de Paris has asked all its active suppliers and tender candidates to certify that they do not fall within any of the categories covered by the Regulation.

To date, no cases of this nature have been detected among our suppliers, and Aéroports de Paris has not had to terminate any contracts for this reason.

In addition to the investigations systematically carried out by the Procurement Division into the integrity of candidates in calls for tender or consultations, from the first euro of expenditure, this compulsory approach, which is mandatory for companies governed by the Public Procurement Code, secures the contractual relationship and guarantees against human rights violations and corruption.



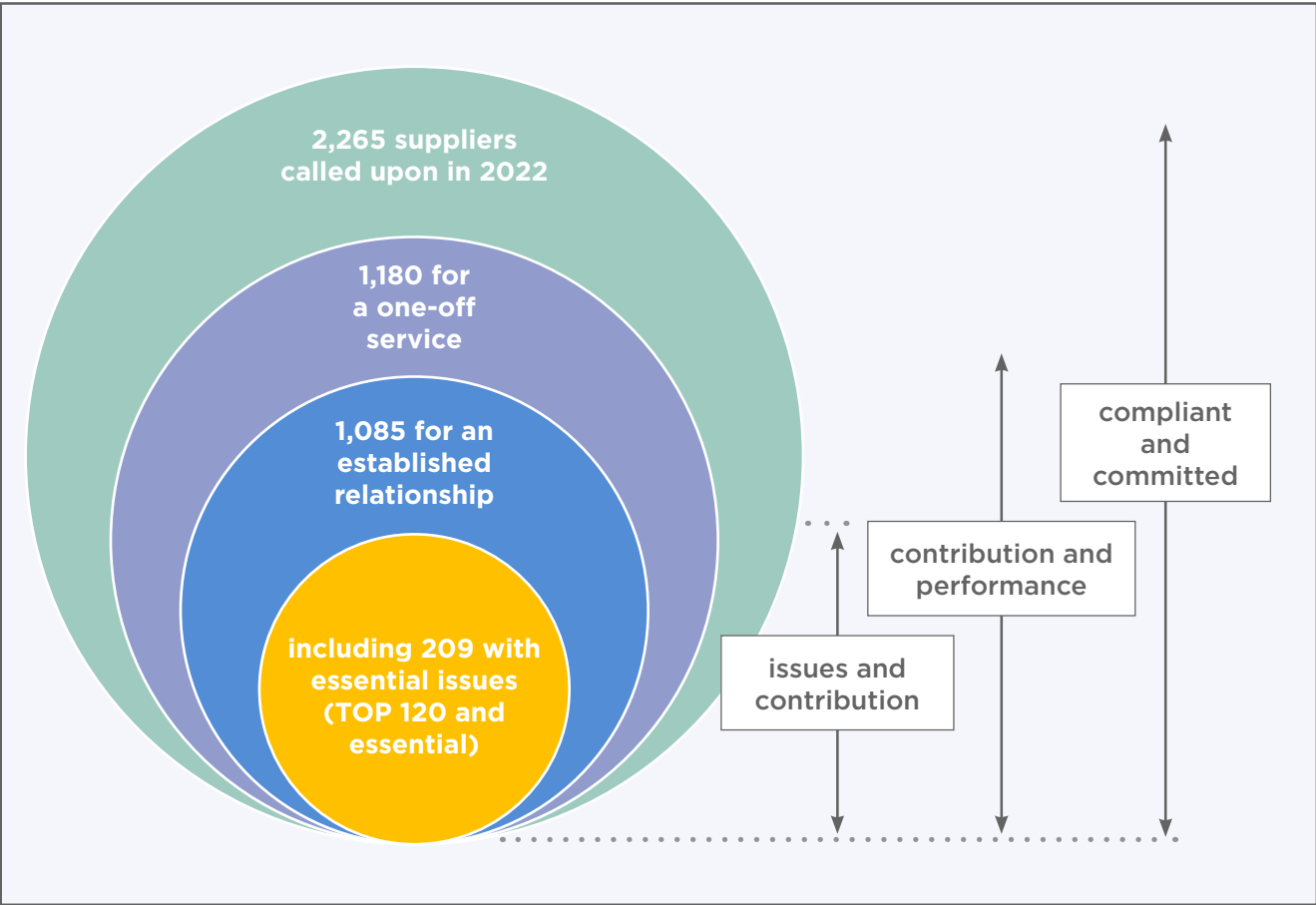


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4.1.3. Procurement segmentation based on risk analysis

In order to mitigate the risk of disruption in the supply of certain products essential to the continuity of airport activity, which has increased as a result of the health and geopolitical crises, Aéroports de Paris ensures that these products are identified and that back-up plans are in place.

To this end, new suppliers have been added to the existing panel.



The PROVIGIS⁵⁴ compliance rate for legal documents to be included in contract performance has been maintained, rising to 86% by the end of 2022.

⁵⁴ External platform used to collect all the compulsory legal documents to be provided by suppliers entering into a contract with Aéroports de Paris and Hub One (Urssaf certificate proving that suppliers pay all their social security contributions, list of foreign employees excluding Tier 1, K-bis proving the company's legal existence, etc.).

4.2. Measures to mitigate risks and prevent serious harm

4.2.1. Commitments required from our partners

Since 2014, the Supplier and Partner CSR Charter is systematically signed by suppliers and partners for all new contracts and is part of the main contractual documents between them and Aéroports de Paris. The same applies to Hub One with its Sustainable Procurement Charter and to AIG, which has been using the Supplier and Partner CSR Charter since 2020. TAV Airports signed the Charter in 2022 and is working on its transposition to ensure that it is adopted by its partners.

By adhering to this charter, the Group's service providers undertake to respect all the elements of this code of conduct, notably including compliance with national legislation, the main principles of the United Nations Global Compact (of which ADP is a signatory since 2003) and the ethical principles integrated into the Group's strategy. They also undertake to ensure that their respective subcontractors comply with these commitments.

Through this commitment, the Group's providers are also encouraged and may even be assisted, as part of a continuous approach to improvement, in the application of best practices in terms of respect for Human Rights, respect for social practices in terms of labour relations and working conditions, the fight against corruption in their own business, and the protection of the environment.

They also undertake to ensure that their respective subcontractors comply with these commitments.

In 2018, the charter was revised to incorporate the increased requirements set by Law No. 2016-1691 of 9 December 2016 (Sapin II Law) and the law on the duty of vigilance for the prevention of CSR, social, environmental and energy-related risks. In 2021, a specific paragraph on the fight against greenhouse gases (decarbonisation) was added, as well as the option to carry out environmental audits and monitoring plans.

4.2.2. Partner selection criteria

Aéroports de Paris' CSR commitments in the procurement process are the subject of:

- ▶ A grid for identifying the relevant CSR criteria and sub-criteria, based on an analysis of the risks represented by the purpose and scope of each contract. These risk mappings are updated whenever relevant, with the "2025 Pioneers2 roadmap leading to a partial overhaul of the pre-existing elements in 2022
- ▶ A weighting of candidates' tenders, generally representing between 5% (few risks identified) and 10% (some risks identified), or even more in the case of multiple significant and/or critical risks (maximum weighting to date for all CSR sub-criteria combined: 35%), or which need to be taken into account at a higher level (given the expectations for the other components of the rating, such as price). Since 2016, Hub One has also included a 5% weighting for CSR criteria in its calls for tenders, depending on the procurement category
- ▶ Specific documents and contractual clauses adapted to the consideration of these criteria and sub-criteria (e.g. for the specific criterion based on energy performance, for the purchasing segments identified as "energy-intensive", a technical guide has been drawn up to target the purchasing families with the highest risk in terms of their impact on energy consumption and to raise awareness among procurement advisors and buyers)
- ▶ Accordingly, companies submitting tenders must include briefs outlining their commitments to social, environmental and societal practices in the context of each consultation. These commitments now also include the carbon footprint
- ▶ Their briefs are analysed by the procurement teams made up of a buyer and procurement advisors, with the support of the Responsible Procurement and CSR Department officers. As part of this process, the team may challenge the tenderers about their responses, practices and commitments.

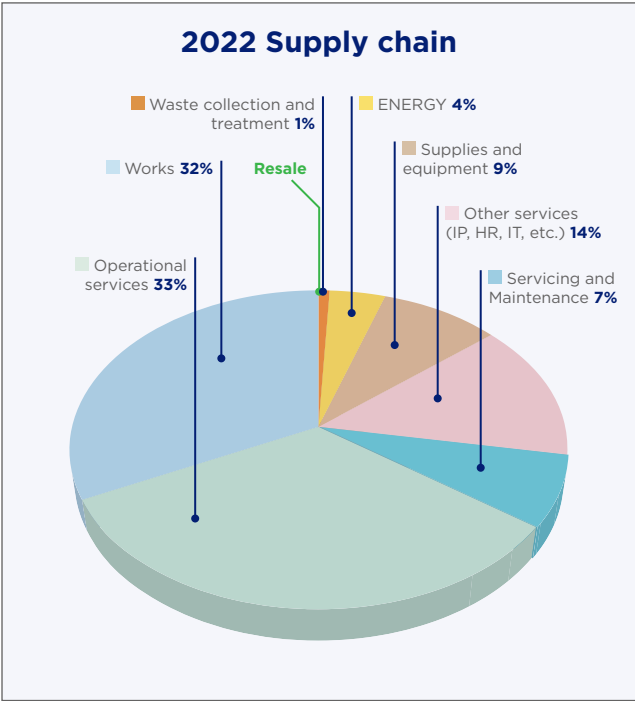
4.2.3. The predominantly local footprint of Aéroports de Paris' purchases


In line with the Group's purpose and manifesto, purchases are considered a lever for creating value for all our stakeholders.

The purchases made by Aéroports de Paris enable us to operate our airports and provide our customers with the services necessary to carry out their operational activities. These services are therefore mainly carried out on our sites and are governed by contracts with suppliers who are mainly based in France and therefore subject to French regulations.

Influence is therefore mainly exercised in a direct manner and in a context that does not expose us to excessive and uncontrollable risks in terms of human rights or fundamental freedoms.

This commitment is also reflected in our procurement policy, which aims to facilitate access to our contracts for SMEs/ISEs, employees on social integration schemes and the sheltered workshop sector.





Protected sector
Full-Time EQUIVALENT(FTE): **31**

Budget allocated in 2022: **€720 K**



Number of small and medium-sized enterprises (SMEs) / intermediate-sized enterprises (ISEs) / suppliers: **1,180**

Budget allocated in 2022: **€382 M**

4.3. Assessment and monitoring systems

4.3.1. Audits followed up by a corrective action plan for the partner's actions to ensure continuous improvement

A verification process (external audits) has been in place since 2014 on social aspects and was extended in 2022 to include environmental aspects: during the execution phase, suppliers in the main social and environmental risk segments are audited; contracts presenting a high social/environmental risk and/or reputational risk are subject to audits conducted by a specialised independent external firm. These audits, carried out in a constructive manner, enable suppliers to be challenged and to make progress over the duration of the contract on the factors that are important to Aéroports de Paris. Suppliers receive feedback and must then propose a corrective action plan to resolve any problems identified and continue to make progress.

The progress of the action plans is analysed in conjunction with the procurement advisors. These audits covered more than 60% of the turnover of operating service contracts (security, cleaning, safety, green spaces, PRM, etc.) and maintenance contracts, and more than 88% of road and utility service contracts in 2018 and 2019; they were continued despite the health crisis in 2020, but in smaller numbers given the reductions in activity and budget constraints.

In total, 26 audits were carried out on contract holders in the following sectors: cleaning, safety, airport security, assistance for people with disabilities or reduced mobility, maintenance of green spaces, and infrastructure work.

The audits are used to ensure that our partners comply with their commitments, but also allow us to define improvements over the duration of the contracts with the suppliers and service providers concerned.

These improvements are:

- ▶ integrated into the regular Supplier Performance Measurement sessions
- ▶ capitalised on over the medium term, during calls for tenders and the renewal of recurring contracts
- ▶ integrated into the procurement strategy guidelines (CSA).

4.3.2. Improved accident monitoring

The accident rate of our service providers is subject to reinforced monitoring and analysis. Particular attention is paid to the working conditions of subcontractors and at Aéroports de Paris construction sites, and information on the nature and causes of workplace accidents is included in **Executive Committee reports** twice a month. This information classified according to severity (red / orange) to standardise the information transmitted to stakeholders, monitor the health consequences those affected and implement corrective measures.

It is also one of the priorities of the multi-year action plan **“Prevent to succeed”** implemented by Aéroports de Paris.

A Zero Accidents Charter for construction sites was launched in 2021 and is systematically integrated into contracts between us and our contract holders, as well as their subcontractors.

Against this backdrop, Aéroports de Paris' Engineering & Capital Projects Division (ECP) has implemented a specific prevention approach for all companies working on its sites, with a clear **objective: no more serious accidents on our sites from 1 January 2023.**

To achieve this objective, the policy is based on a number of measures:

- ▶ the definition of **12 safety standards**
- ▶ the **joint responsibility of the project owner and the prime contractor** for monitoring key safety indicators
- ▶ the introduction of a **shared approach to raising awareness among all employees.**

This prevention policy has enabled significant progress to be made since 2022, with a substantial drop in workplace accidents (-60% compared with 2021) and no orange or red alerts likely to result in workplace accidents requiring hospitalisation and/or with serious after-effects on sites managed by this division.

Choosing partners who are uncompromising about safety means reducing risks for everyone



Preventing the risk of subcontractor accidents

Every day, our subcontractors' teams work at our airports, and we ask the companies employing them to meet the high standards we set ourselves. Prevention concerns the entire airport community, so support for better risk control is therefore a shared objective.

PREVENT TO SUCCEED



HEALTH AND SAFETY POLICY FOR ECP WORKSITES 2023-2021

The health and safety of everyone at our sites is our priority.

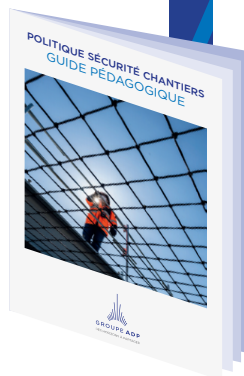
To this end, we are strengthening the **culture of prevention** at sites managed by the Engineering and Development Division by mobilising employees, management, partners and contractors. We expect everyone to behave in an exemplary manner **by complying with and ensuring compliance with** all safety instructions on site, the aim of which is to control risks and prevent dangerous situations. **We encourage discussion and feedback** on safety issues, we provide training and awareness-raising resources, and we support individual and collective health and safety initiatives at worksites.

Our commitment: no more serious accidents from 1 January 2023.

This safety policy is broken down into 10 main actions:

1. Getting all employees involved in safety (daily actions in the field)
2. Getting all managers involved in safety (safety briefs at every meeting, safety inspections, etc.)
3. Ensuring our partners, contractors and subcontractors comply with instructions and operating procedures (safety briefs at every meeting, on-site safety initiatives, action plans, etc.)
4. Safety training for ECP employees involved in projects in 2023/2021
5. Consideration of construction risks from the project design stage
6. Compliance with the 12 on-site safety standards
7. Systematic, long-term identification and mitigation of risks and dangerous situations
8. Systematic analysis of workplace accidents and near misses
9. Organisation of an annual safety event to bring together all stakeholders
10. Communication of site safety indicators to the Executive Committee, all ECP employees and all contractors

Our aim is to develop an exemplary culture as the instructing party and to ensure **a safe, healthy and productive working environment for everyone.** Moving forward together is the key to rapid, significant progress.



Other progress made in 2022 includes:

- ▶ Specific actions following the accidents that occurred in the second half of 2022, including a fatal pedestrian accident on the runway, which led to a joint analysis with all the companies, led by ADP, and a shared action plan
- ▶ Strengthening occupational health and safety criteria in contracts: systematic and widespread OHS clauses in operation/maintenance/works service contracts; specific recommendations on the selection and weighting of CSR criteria in contracts; coordination of a **prevention network with our main subcontractors** in the implementation of contracts, with performance reviews and monitoring indicators
- ▶ Improved awareness of prevention issues among buyers and procurement advisors
- ▶ Since July 2021, the company has been taking part in the **combined airport approach** steered by DRIETS⁵⁵, in collaboration with CRAMIF, which aims to coordinate action to improve the **working conditions of baggage handlers and security guards**, in conjunction with the various airport stakeholders. In 2022, the following issues were addressed: changes in working conditions for security staff at security checkpoints; definition of baggage standards: design of baggage areas, baggage area signage, baggage weights and types, prevention of workplace accidents and changes in working conditions for baggage handlers.
- ▶ **Performance reviews** are also carried out in conjunction with the airports' occupational safety coordinators in order to draw up an action plan with each company concerned, aimed at significantly reducing accidents and preventing serious ones in particular
- ▶ A working group has been set up to implement an **accident alert system for service providers** working at our facilities, to identify operational risks and produce reports to be monitored by the Executive Committee.

Our approach to progress in terms of subcontractor safety

- ◆ Extend the "safety standards" of the Zero Accidents Charter for construction sites to all service providers for works contracts
- ◆ Reinforce training on co-activity and the use of the prevention plan management and monitoring tool
- ◆ Implement a joint ADP / partners / institutions (CRAMIF, labour Inspectorate) OHS approach.

4.3.3. A proactive approach to sustainable and responsible procurement

The General Resources, Supply Chain and Procurement Division of Aéroports de Paris, which has been ISO 9001-certified since 2016, has long been committed to sustainable and responsible procurement; and Aéroports de Paris was one of the first 20 companies to sign a "Responsible Supplier Relations Charter" (set up by the Médiation Interentreprises (a government body overseen by France's Finance Ministry) and the Conseil National des Achats (French Procurement Council) in 2010.

This first step enabled our company to obtain the "Responsible Supplier Relations" label as soon as it was created in 2014. This label, which has since become the "Responsible Supplier Relations and Procurement" Label, was awarded to us in its new form in March 2018, and has subsequently been evaluated favourably each year, including in 2020, despite the difficulties associated with the Covid-19 pandemic.

In addition, the integrated management systems of Charles de Gaulle, Orly and Le Bourget airports and the general aviation aerodromes are ISO 9001, ISO 14001 and ISO 45001-certified. This implies the incorporation of CSR requirements into the procurement process for goods and services.

Aéroports de Paris is also ISO 50001 certified, which covers all of the Paris airports and the General Resources, Supply Chain and Procurement Division.

⁵⁵ DRIETS: Regional and Interdepartmental directorate for the economy, employment, labour and solidarity, or Direction régionale et interdépartementale de l'économie, de l'emploi, du travail et des solidarités in French



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2022 was marked by five important events:

- ▶ The new "Supplier Relations and Responsible Procurement" charter, several provisions of which have been expanded and which was signed in September 2021 by the CEO of Groupe ADP for Aéroports de Paris has been fully implemented and has strengthened the responsible procurement roadmap in the context of the strategic development of *"2025 Pioneers for Trust"*
- ▶ The eponymous Label (RSRP) was renewed for Groupe ADP at the end of 2022. Supplier mediation and Aéroports de Paris have begun discussions to shed light on the gradual integration of sustainable and responsible procurement by Groupe ADP's consolidated partners. With this in mind, work on responsible procurement with subsidiaries of the consolidated Group scope has been underway since October 2022, with a view to converging practices and establishing a strong, formal shared process in certain areas of CSR (see section 4.3 below).
- ▶ In 2022, Standard & Poor's Global placed Groupe ADP in the top 5% best performing companies on the Dow Jones Sustainability Index (DJSI), for its responsible and sustainable supply chain management
- ▶ The General Resources, Supply Chain and Procurement Division took part in the first [Forum des achats inclusifs](#) (Inclusive Procurement Forum), which brought together over 40 key accounts and more than 50 suppliers from the social inclusion and adapted sector with the Collectif d'Entreprises pour une Économie plus Inclusive on 3 October 2022
- ▶ Our ongoing commitment to the label and certification processes, and sharing best practices, reflects the Group's desire to develop and maintain a responsible approach to procurement and to involve its suppliers, who are essential stakeholders in the operation of all its airports, in this approach, by maintaining sustainable and balanced relationships with them.

These distinctions attest to the implementation of dedicated processes that are part of a responsible approach to procurement, and respectful of the quality of supplier and subcontractor relations and their interests. They also demonstrate that the procurement process incorporates social responsibility and takes into account the impact of procurement on the economic competitiveness of the ecosystem.

Lastly, 2022 saw the resumption of the external social audit system and the launch of external environmental audits. These audits are carried out on suppliers and partners whose contracts have a significant or critical impact on the areas concerned.

They encourage continued efforts and the convergence of CSR practices between the contract holders and Aéroports de Paris, who commit to this approach as soon as services are rendered following the signing of the contract documents, which include the Supplier and Partner CSR Charter.

4.3.4. The inclusion of partners (consolidated Group scope) in the sustainable and responsible procurement approach

The “One Group” objective of Groupe ADP’s strategic plan is to “Build a global, integrated and responsible group” (see [reference document](#)).

In terms of the procurement function, this objective is reflected in the creation of an international procurement network that currently comprises the procurement directors of Aéroports de Paris, AIG, Hub One and TAV Airports.

Since September 2021, coordinated by the Aéroports de Paris Procurement Director, a steering committee has been working via fortnightly meetings called “Purchasing Network Meetings” attended by the procurement directors of the aforementioned entities.

The following action plan was rolled out over the course of 2022, in 3 phases:

I. Detailed study of each Procurement Division (organisation, processes, IT tools, risk management, CSR procurement policy, etc.)

II. Implementation of the Procurement Division Network, focusing on 7 priority areas:

1. Governance (participants, roles and responsibilities)
2. Organisation of committee meetings (fortnightly meetings of procurement directors, weekly meetings between representatives of the procurement divisions and the project manager)
3. Quarterly monitoring of expenditure and savings (conducted by each Procurement Division on the basis of a Group procurement segmentation)
4. Stakeholder satisfaction (target: preparation for the Group’s extra-financial rating, satisfaction survey shared with all procurement divisions, integration of World Bank recommendations to boost process compliance)
5. Procurement process (gradual implementation of the shared procurement process, roll-out of signature delegations, digitised invoices, etc.)
6. Risk management (definition of an analysis methodology and a shared risk management policy)
7. CSR strategy (implementation of the Group’s “2025 Pioneers for Trust” CSR strategy and international procurement policy, adoption of the CSR Charter and sharing of the CSR criteria methodology for tenders).

III. Seeking synergy

In 2022, work focused on the following procurement segments: equipment (airport and electromechanical), electricity, winter products, IT and telecommunications. In 2023 the process will be extended to include:

- ◆ shared sourcing
- ◆ collaboration as part of the “Resale of airport equipment - AirportMarket” scheme

APPENDIX 1:

SUMMARY OF THE OBJECTIVES / INDICATORS OF THE 2025 PIONEERS STRATEGIC ROADMAP

No.	Indicator	Scope concerned
ONE AMBITION - <i>Imagining the sustainable airport of tomorrow</i>		
1	Ensure more than 80% of flights depart on time or within 15 minutes of the scheduled time	Airports controlled within Groupe ADP
2	Reduce average taxiing emissions per flight by 10% at Paris-Orly and Paris-Charles de Gaulle	
3	Set a carbon budget for the life cycle of all investment projects over €5 million	ADP SA, TAV Airports
4	Provide 50% of passengers at Paris-Orly and Paris-Charles de Gaulle with biometric facilitation in their departure journey	
5	Aim for excellence in hospitality <ul style="list-style-type: none"> Place Paris-Charles de Gaulle in the top 10 of the Skytrax ranking of the world's best airports, as well as 4 airports in the Top 50 and 8 airports in the Top 100 Achieve an ACI/ASQ score of 4 for passenger satisfaction 	<ul style="list-style-type: none"> All of the Group's airports Airports controlled within Groupe ADP with more than 3 million passengers
6	Roll out the Extime retail and hospitality concept in Paris and initiate the roll-out of the franchise in two terminals outside of the Paris airports	
7	Establish the Paris airports at the highest European level in terms of train-air connections by increasing the number of passengers with train-air connections at Paris-Charles de Gaulle by 50% and and by doubling it at Paris-Orly	
8	Use 10% low-carbon energy in the terminals and airside, almost doubling from 2019, and 40% excluding landing and take-off	Airports controlled within Groupe ADP with ACA certification ≥ 3 in 2021
9	Open the new multimodal hub at Paris-Orly , with the commissioning of the Line 14 station in 2024, and make it possible to commission or build 8 additional public transport lines to connect the Paris airports with neighbouring areas	
10	Preserve 25% of land for biodiversity at Paris-Charles de Gaulle and 30% at Paris-Orly and Paris-Le Bourget and set a course for the Group's airports to improve their biodiversity index by 2030	The 23 Group airports that have committed to the "Airports for Trust" Charter
ONE GROUP - <i>Building a global, integrated and responsible group</i>		
11	Stabilise the average maturity of our concession portfolio at 30 years	All of the Group's airports under concession, outside of Paris
12	Open 100 additional international routes to increase the connectivity of our territories	All of the Group's airports
13	Develop the " smartisation " of the Group's airports with three at "full" level and 100% of the others at "friendly" level	Airports controlled within Groupe ADP with more than 4 million passengers
14	Support the the widespread application of continuous descent procedures between 2023 and 2025 at Paris-Charles de Gaulle and Paris-Orly	
15	Promote the achievement of 80% of local purchases in the Paris region, including 20% from SMEs , subject to public procurement legislation	ADP SA
SHARED DYNAMICS - <i>Innovating, supporting & empowering</i>		
16	Conduct 120 experiments in societal, environmental and operational innovations by 2025, 30 of which will lead to industrialisation	ADP SA, TAV Airports, Hub One
17	Carry out at least one employee shareholding operation by 2025	ADP SA
18	Include a CSR criterion in the compensation of 100% of employees	ADP SA, TAV Airports, AIG
19	Multiply the number of employee citizen commitment days by five, bringing it to 5,000 over the 2022-2025 period	ADP SA
20	Educate 100% of employees on good ethical and compliance practices	ADP SA, TAV Airports, AIG

APPENDIX 2:

FÉMINISONS LES MÉTIERS DE L'AÉRONAUTIQUE ET DU SPATIAL CHARTER



Charter: "Féminisons les métiers

... de l'aéronautique et du spatial, de l'aérien ... et de l'aéroportuaire"
[Feminising the aeronautics, space, aviation and airport professions]

Professional diversity is part of the gender equality policy and has been incorporated into the various legal measures introduced in recent years to improve equality in the workplace.

France's legislation is recognised as one of the most advanced in the world, with the Ministry of Labour notably implementing the index for measuring gender equality in companies.

Equality in the workplace is therefore a major objective shared and promoted by companies and institutions, in particular through initiatives to raise awareness of gender diversity, combat sexist stereotypes and monitor employment and equal pay indicators.

However, women are still largely under-represented in certain sectors of the aerospace construction industry, air transport, airports and the armed forces, particularly in technical roles (e.g. pilots, aerospace and space maintenance and construction technicians and engineers, digital professions, etc.).

The place of women in these professions is not only a question of equality, but also one of competitiveness, team performance and the development of the sectors concerned. At a time when recruitment needs remain high, it is particularly crucial to encourage females to join these professions, where they can attain their rightful place and build successful careers.

To achieve this, we must continue our efforts to inform young women, from school age onwards, about training and recruitment opportunities, and thus improve the attractiveness of this sector among young people.

With this in mind, Airemploi, an association whose aim is to promote careers in the aerospace, air transport and airport sectors, has created the "Féminisons les métiers..." label, which has now become a charter to which companies and institutions in the sector can commit.

FÉMINISONS LES MÉTIERS DE L'AÉRONAUTIQUE ET DU SPATIAL CHARTER



By signing this charter, the company has committed to the following, for an initial period of two years:

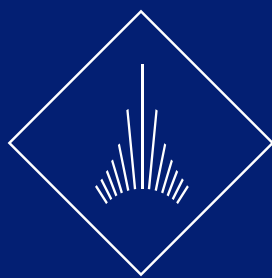
- Implement a policy to promote gender diversity and contribute to the observatory on gender equality in the air transport, aeronautics, space and airport sectors.
- Identify target professions for feminisation and set objectives for progress.
- Share best practices between companies and institutions that have committed to the “Féminisons les métiers...” charter in terms of gender diversity, combating stereotypes, enhancing career paths, etc.
- Appoint a Féminisons officer from within the company, who will be the main contact for Airemploi.
- Contribute to the “Feminisation” initiatives launched by Airemploi, whether media-related (inter-company event on 8 March - round tables - forums) or for schoolchildren and female jobseekers (site visits - conferences - career workshops - biennial competition, etc.).
- Contribute to the creation or pooling of communication media designed to promote the feminisation of professions (videos of professional females, testimonial videos, creation of a photo library, etc.).
- Promote the “Féminisons les métiers...” label on its website and/or via social media (mentioning that it is an Airemploi label).

FÉMINISONS LES MÉTIERS DE L'AÉRONAUTIQUE ET DU SPATIAL CHARTER



For its part, Airemploi undertakes to:

- Inform signatory companies and associations about “Féminisons les métiers...” initiatives and actions.
- Organise an annual inter-company event and exchange of best practices between companies, organisations and associations that have signed the “Féminisons les métiers...” charter.
- Publish an annual activity report on all “Féminisons les métiers...” initiatives and their impact.
- Provide companies and associations with “Féminisons les métiers...” videos / articles / press reviews to help promote their societal commitment.
- Promote companies and associations’ commitment to the “Féminisons les métiers...” Charter on the Airemploi website and social media.





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