



Architects on site at the junction between Satellites 1 and 3 in Terminal 1, Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP



—
VIGILANCE PLAN
2023
—

Introduction

FRANCE’S “POTIER” LAW, 27 MARCH 2017

This law on duty of vigilance within parent and subcontracting companies affects any contracting public limited company based in France that employs over 5,000 people¹, including subsidiaries.

Groupe ADP meets these criteria and must therefore implement a plan comprising *“reasonable vigilance measures to identify risks and prevent serious breaches of human rights² and fundamental freedoms, the health and safety of individuals and the environment”*.

These risks and breaches could be a result of the Group’s operations, or those of the subcontractors or suppliers with whom we have an established business relationship. Groupe ADP updates the Vigilance Plan on an annual basis and incorporates it into the Group’s Universal Registration Document.

This document includes an overview of the Group and examples of sometimes highly technical subjects. Its purpose is to facilitate Group reading, monitoring and communication about duty of vigilance, as well as its approach to continuous improvement.

Our Vigilance Plan, as provided for by law, is based on:

- ◆ a dedicated risk map;
- ◆ procedures to regularly assess the situation of subsidiaries, subcontractors and suppliers in relation to risk mapping;
- ◆ appropriate actions to mitigate risks and prevent serious breaches;
- ◆ a whistleblowing alert and reporting mechanism;
- ◆ a system to monitor the measures implemented and assess their effectiveness.

GLOSSARY

“ADP SA” or “Aéroports de Paris” is the parent company of Groupe ADP.

Groupe ADP consists of Aéroports de Paris, its subsidiaries and controlled companies (ADP Immobilier, ADP International, ADP Invest, AIG, Campus Extime, Extime Duty Free Paris, Extime Food & Beverage, Hologarde, Hub One, GMR Infra Services Limited, TAV Airports).

“Airports for Trust” refers to the 23 signatory airports, 19 of which are controlled (Aéroports de Paris, TAV, AIG) and four are minority-owned (MZZL in Croatia, Liège Airport in Belgium, Ravinala in Madagascar and Nuevo Pudahuel in Chile).

¹ 10,000 employees for foreign companies.

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

A message from management



**Augustin de Romanet,
Chairman & Chief Executive Officer
of Groupe ADP**

For the third year running, we're pleased to be able to share our vigilance report on environmental, health and safety in the workplace, and human rights issues. Our Group colleagues are constantly focused on these issues. And given there's no such thing as zero risk, we're constantly and proactively vigilant when it comes to:

- ◆ our public service mission;
- ◆ our social responsibility and accelerating the environmental transition of the aviation industry;
- ◆ our operational conduct;
- ◆ respect and consideration for our stakeholders, including our employees, our partners, local residents, airport users, etc.;
- ◆ our local and international footprint.

We apply the same high standards throughout our value chain, and our vigilance is a hallmark that we aim to uphold wherever we operate. Groupe ADP keeps a close eye on regulatory developments, in particular the adoption of CSDDD³ in 2024, and has a pioneering role to play in terms of commitments and actions deployed, as well as in relation to encouraging all our stakeholders and the sector as a whole. We're committed to reconciling our ambitions with our overall purpose and values: responsibility and hospitality.

The future presents us with some exciting challenges. With the new airport model we're promoting – and thanks to the commitment shown by Groupe ADP employees day in, day out – we're already on our way towards this goal!

³ Corporate Sustainability Due Diligence Directive (CSDDD).

CONTENTS



GROUPE ADP

THE GROUP'S MAIN
ACTIVITIES
P. 6

OUR GUIDING PRINCIPLE
P. 8

OUR STRATEGY: BE PIONEERS OF
A SUSTAINABLE AIRPORT MODEL
P. 12

FRAME OF REFERENCE
P. 16



GOVERNANCE AND DIALOGUE WITH STAKEHOLDERS

GOVERNANCE
P. 20

DIALOGUE WITH
STAKEHOLDERS
P. 22



RISK MANAGEMENT AND PREVENTIVE AND MITIGATING ACTIONS



ENVIRONMENT
P. 28



HUMAN RIGHTS
AND HEALTH AND SAFETY
P. 87



SUPPLIERS AND
SUBCONTRACTORS
P. 147



WHISTLEBLOWING AND MONITORING

WHISTLEBLOWING SYSTEM
P. 170

SUMMARY OF
MONITORING INDICATORS
P. 172

PROSPECTS
FOR IMPROVEMENT
P. 176



GROUPE ADP

Groupe ADP is one of the few airport operators in the sector to cover the entire airport value chain. This chain extends from engineering studies, master planning⁴ and airport design, to commissioning and operating complex infrastructure.

In 2023, Groupe ADP welcomed 336.4 million passengers⁵.

⁴ Top-down graphic representations of entire construction projects, including the position of each building on a given plot, existing and planned developments and constructions, as well as access points. Master plans are essential prerequisites for applications for planning permission and pre-works declarations.

⁵ Group traffic includes airports operated by Groupe ADP under full ownership (including partial ownership) or under concession, handling scheduled commercial passenger traffic, excluding airports under management contracts. Historical traffic data for the 2019-2023 period at the Group's various airports is available on the company's website.

The Group's main activities

Our expertise covers all key areas of the airport value chain. Our airport management expertise covers a global network of 26 airports⁶.

Main Group entities:



⁶ As of 31/12/2023.

⁷ Chavenay-Villepreux, Chelles-Le Pin, Coulommiers-Voisins, Étampes-Mondésir, Lognes-Emerainville, Meaux-Esbly, Persan-Beaumont, Pontoise-Cormeilles-en-Vexin, Saint-Cyr-l'École and Toussus-le-Noble.

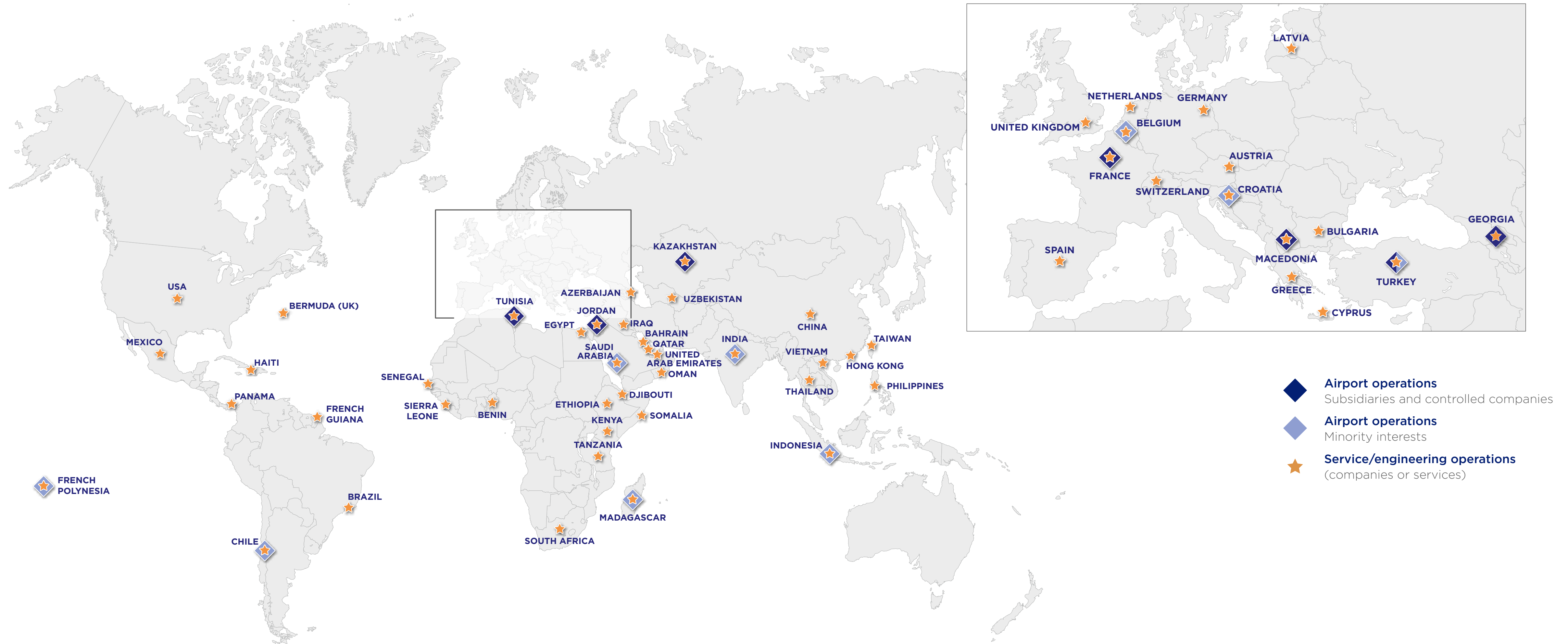
⁸ Since 1 November 2022, after TAV Airports sold its own shares acquired between 13 March and 1 September 2020, Groupe ADP holds 46.12% of the TAV Airports group (compared with 46.38% previously).

⁹ In Turkey: Ankara-Esenboğa, Izmir-Adnan Menderes, Milas-Bodrum, Alanya-Gazipasa and Antalya; in Tunisia: Monastir and Enfidha; in Croatia: Zagreb; in Northern Macedonia: Skopje and Ohrid; in Georgia: Tbilisi and Batumi; in Saudi Arabia: Medina; in Kazakhstan: Almaty.

¹⁰ In India: New Delhi-Indira Gandhi, Hyderabad-Rajiv Gandhi and Goa; in Indonesia: Medan.

¹¹ These five airports are Santiago de Chile, Amman, Nosy Be and Antananarivo, as well as Liège.

Countries of operation



Our guiding principle

OUR PURPOSE AND OUR VALUES

We're committed to accelerating the environmental transition and enhancing the appeal of the regions in which we operate.

This commitment, enshrined in our purpose and our values, sets us on a course for 2050 with some ambitious targets:

- ◆ Being a **sustainable** Group;
- ◆ Being a Group that's **committed** to the development of its employees and local communities;
- ◆ Being a **responsible** Group.

› OUR PURPOSE

To welcome passengers, operate and imagine airports in a responsible way all around the world.

Our purpose reveals the hundreds of professions that make up our company and goes hand-in-hand with the values that drive the Group's employees on a daily basis.

› OUR GROUP VALUES

Responsibility and Hospitality

- ◆ **Hospitality** means treating others as you'd want to be treated yourself, 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.
- ◆ **Responsibility** enriches the notion of hospitality by returning to the professionalism of the Group's employees, but also to the way in which the Group commits itself on a daily basis and takes into account the challenges of tomorrow.

Our Group values are professional principles that guide our day-to-day practices and our strategic roadmap. They're expressed in many ways – in our behaviour, our communications and our commitments – with all our stakeholders: within our teams, with our partners, with local residents and customers of the airports we manage.

OUR CODE OF CONDUCT

Our purpose and values underpin the Group's objectives in terms of:

- ◆ serving our passengers;
- ◆ operational excellence;
- ◆ infrastructure design and innovation;
- ◆ environmental, social and societal responsibility, both in Paris and abroad.

Through our commitments and actions, we strive to maintain:

- ◆ an **airport community**: we're committed to serving others beyond our strict remit of passengers;
- ◆ a **working community based on responsibility and probity**: we want to be an attractive employer that promotes ethics, compliance and citizen commitment;
- ◆ a **local community at the heart of our priorities**: we're committed to serving our local communities.

The Group's main activities

› OUR MISSIONS

We optimise customer service and the flow of people, baggage, equipment and cargo within our airports, both in the terminals and out on the airside.

We act as the interface between various stakeholders, providing them with services and facilities.

Upstream, we can design and organise the construction, access and commissioning of airport infrastructure.

The missions of an airport manager and operator are carried out within an operational framework defined by the local or concession-granting authorities, in particular through specifications and concession contracts.

The public authorities in the countries concerned are responsible for the services required to operate the aerodromes, including air traffic control, public safety and security services, border control, etc.

Security operations and health checks may be entrusted to, or carried out with the assistance of, the airport operator.

The airport operator's responsibility towards passengers ceases when passengers are placed under the care of the airlines, in practice from the start of boarding operations until the end of passenger disembarkation.



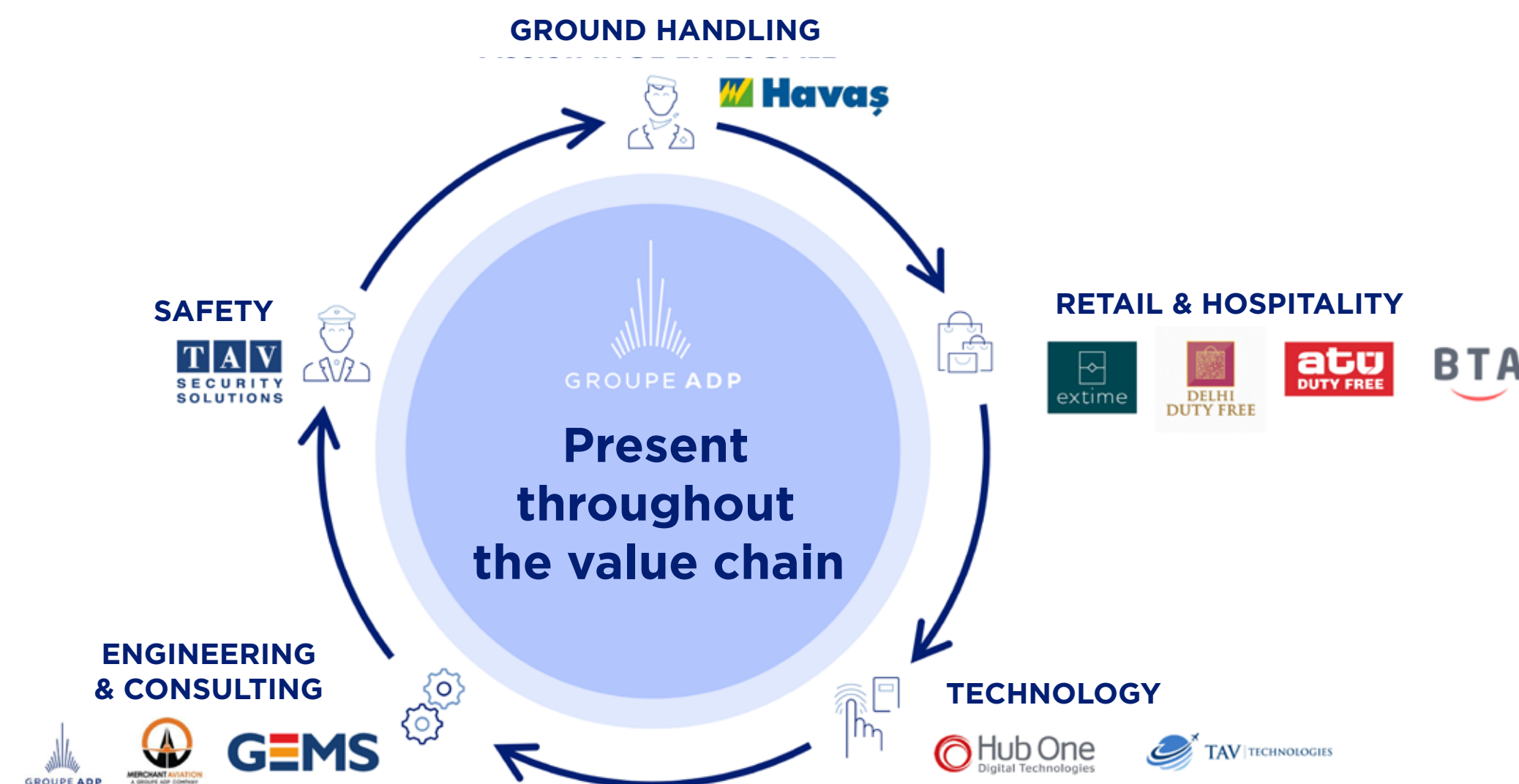
Some of our airport workers in the boarding lounge of the connecting building, Terminal 1, Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP

The Group's main activities > An integrated model that is unique in the world

A UNIQUE INTEGRATED MODEL

Groupe ADP offers global expertise and a targeted approach by market, country and customer. This means we can respond precisely to the needs of our stakeholders. Groupe ADP covers all key areas of the airport value chain.

› OUR VALUE CHAIN



*excluding GMR Airports

The 28,174 employees* of Groupe ADP work in more than a hundred different professions, with recognised knowledge and expertise in a number of key areas:

- ◆ Aerospace engineering and infrastructure;
- ◆ Travel retail;
- ◆ Real estate;
- ◆ Operating and developing our infrastructure and services in France and abroad.

The Group's main activities > An integrated model that is unique in the world

› OUR PROFESSIONS

Airport operations

- ◆ Activities relating to the passenger experience: customer service, information, facilitating journeys and making services available.
- ◆ Cargo: freight management.
- ◆ Business aviation.
- ◆ Aviation industry security measures.
- ◆ Operating and developing airports around the world.

Retail and Hospitality

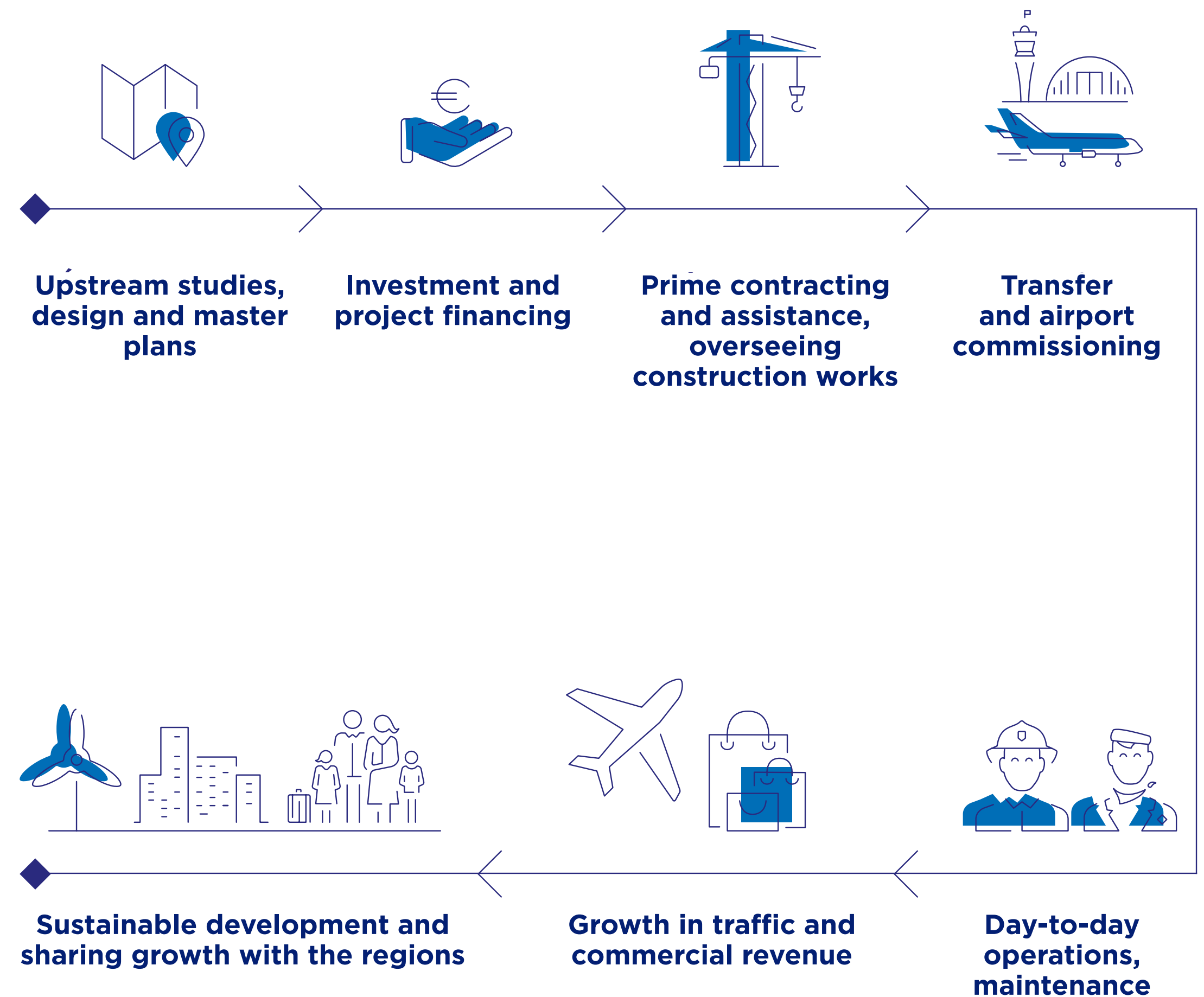
- ◆ Commercial activities: shops, bars and restaurants, car parks, rental cars, banks and bureaux de change.
- ◆ Joint-venture distribution activities marketed in airports: Extime Duty Free Paris and Travel Essentials Paris.
- ◆ Catering services: Epigo, Extime Food & Beverage.

Real estate

- ◆ Property to support the growth of the airport ecosystem: cargo stations, maintenance hangars and buildings near the runways.
- ◆ Property diversification underpinning our integration within the regions: offices, hotels, shops, business premises and warehouses.

Services: IT and Engineering

- ◆ Information and communication technology services for professionals.
- ◆ Consulting and engineering for airports and aviation professionals.



Our strategy: Be pioneers of a sustainable airport model

2025 PIONEERS¹²

With our “2025 Pioneers” strategic roadmap for 2022-2025, and our “2025 Pioneers for Trust” CSR (corporate social responsibility) plans, Groupe ADP has begun building the foundations of a new airport model with a focus on sustainability and performance, in line with societal and environmental expectations.

After 60 years of exceptional and constant growth, the aviation industry has faced two simultaneous shocks: the COVID-19 pandemic and the climate emergency.

The gradual return of air travel and adapting to a new long-term growth rate are major challenges.

All industry stakeholders need to adjust their models while facing calls to reduce the environmental impact of the aviation industry, which is our priority.

“2025 Pioneers” is a first step in Groupe ADP’s long-term transformation process.

As part of this long-term vision, we want to turn our Group airports into **multimodal and energy hubs that are designed and operated in a sustainable manner**, which:

- ◆ will be places where people can benefit from **renewed connectivity**. Passengers will be able to choose between different modes of travel: long- and short-distance rail, bus, soft mobility, etc. Rail-to-air connections account for a growing share of the development of Groupe ADP’s airports;
- ◆ will host a **diverse range of our energy activities** and the rollout of new clean energies: biomass, low-carbon electricity, sustainable aviation fuels, low-carbon hydrogen;
- ◆ will see **existing infrastructure densified** and the capacity of stations and multimodal hubs extended. Construction methods will be innovative and have the lowest environmental impact;
- ◆ will be integrated into a comprehensive **urban planning process**, by playing a key role in communities’ considerations of real estate, energy and mobility issues.

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

Tomorrow’s airport is a hospitality hub



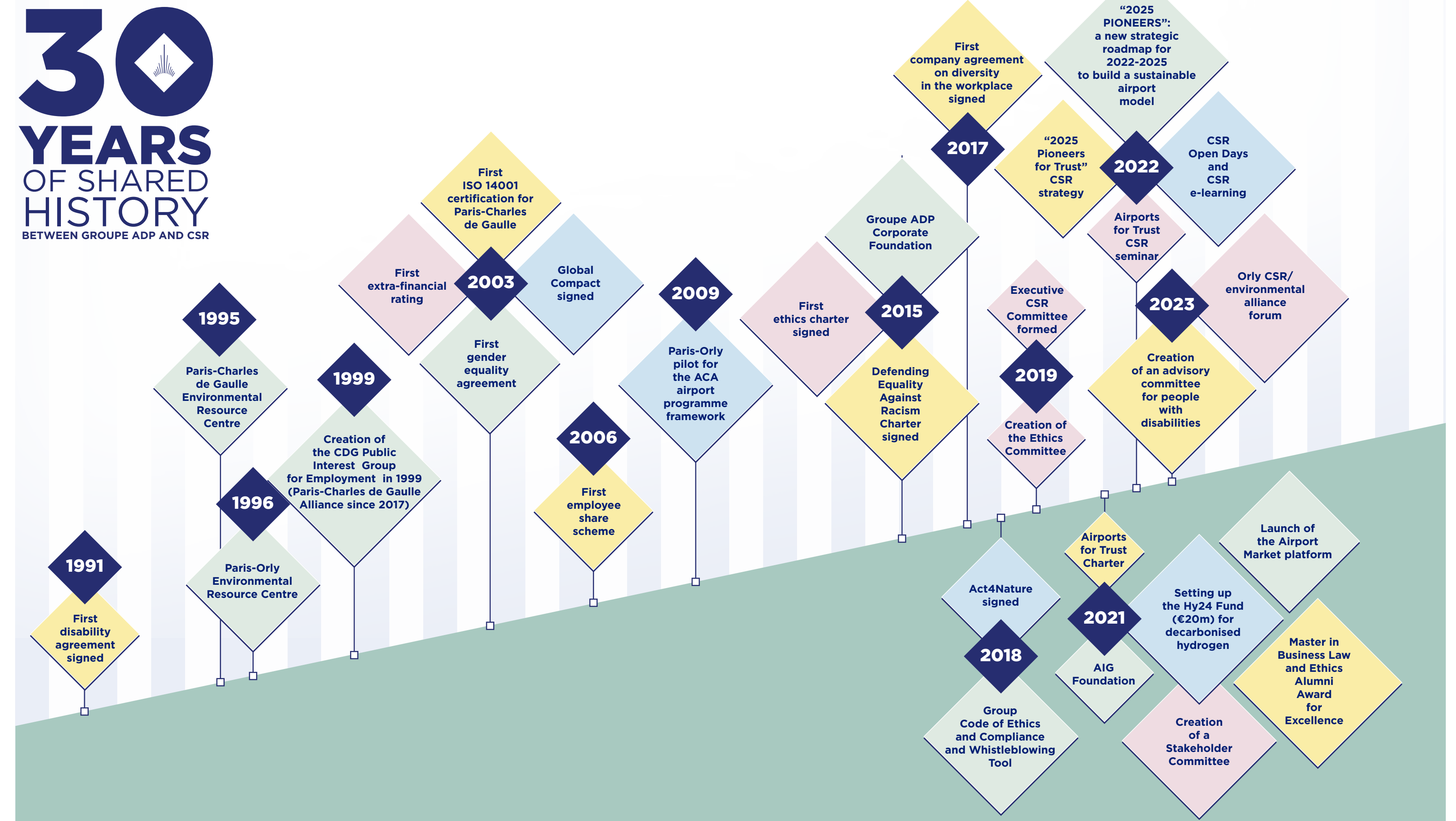
¹² “2025 Pioneers”, Groupe ADP’s strategic plan (parisaeroport.fr).

Our strategy: Be pioneers of a sustainable airport model

OUR HISTORICAL COMMITMENT AND CSR STRATEGY: “2025 PIONEERS FOR TRUST”

Groupe ADP has pursued policies and commitments that combine responsibility with competitiveness from day one. The culture of corporate social responsibility is written in the DNA of Aéroports de Paris, and in its public service values.

A CSR POLICY IN LINE WITH THE GROUP’S HISTORY



Our strategy: Be pioneers of a sustainable airport model

ENVIRONMENT

Leading the environmental transition of airports and supporting that of aviation.

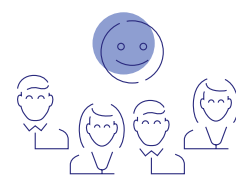


REGIONS

Working to make our regions more appealing for everyone's benefit: local residents, employees and our airport community.



2025 PIONEERS FOR TRUST



EMPLOYER

Being an attractive and responsible employer, ensuring our colleagues are the first stakeholders and beneficiaries of our transformation.



GOVERNANCE

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

With “2025 Pioneers for Trust”, the CSR component of our strategic roadmap from 2022 onwards, the Group has given a new dimension to its commitment in the search for a new, more sustainable airport model that balances economic growth, society’s expectations and environmental protection.

Environmental, social and societal challenges are at the heart of this vision, underpinned by an accelerated environmental transformation and a new relationship with all our stakeholders. **Restoring confidence** in the future of the airport sector – a responsible, low-carbon and exemplary sector – is the aim of “2025 Pioneers for Trust”.



Groupe ADP CSR network meeting up in Istanbul on 6-7 June 2023”

The Group has set itself some ambitious targets, with gradual achievements set out from 2025 and a milestone for 2050:

BEING A SUSTAINABLE GROUP

Our goal is to work on all our impacts, both direct and indirect, and become the leading airports in terms of green aviation:

- ◆ Transforming airports into multimodal hubs;
- ◆ Offering the solution with the lowest carbon impact, whatever the destination;
- ◆ Working to strengthen biodiversity throughout our value chain.

BEING A COMMITTED GROUP

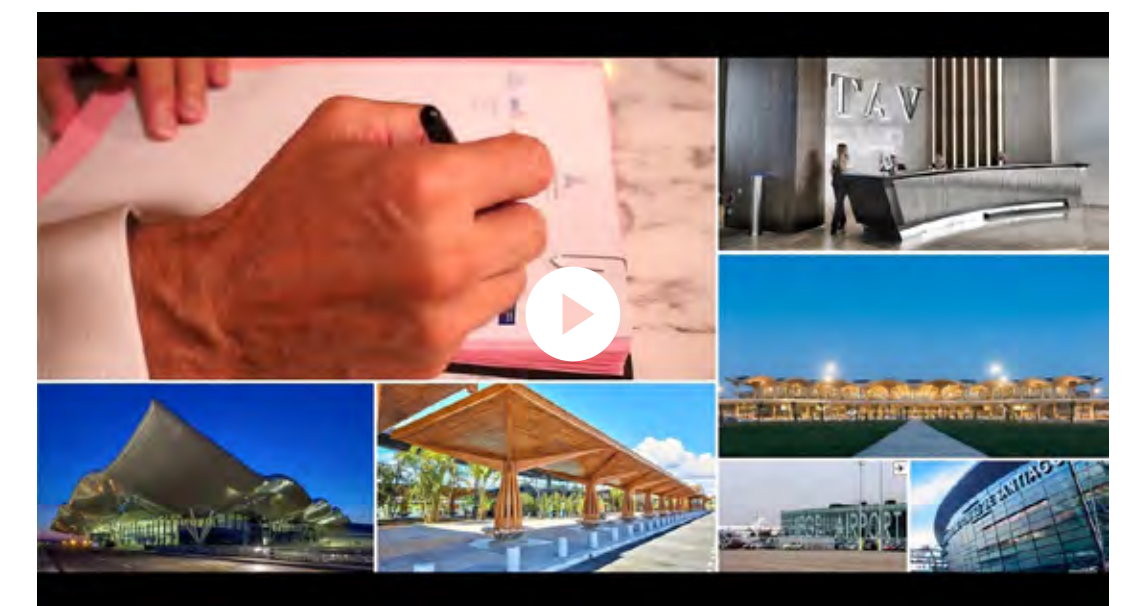
Our roadmap is designed to support the development of our employees and the regions in which the Group's airports operate.

BEING A RESPONSIBLE GROUP

The transformation of our airport model depends on the commitment of everyone who works for the Group. We’re developing a culture of responsibility and ethics based on our values.

This living strategy is enriched by commitments in terms of universal accessibility for people with disabilities and an action plan on digital responsibility.

With our international partners, we 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 23¹³ of the 26 airports in our network, we reached a first major milestone in 2021, with objectives and action plans tailored to each entity.



¹³ “Airports for Trust”: 23 signatory airports, of which 19 are controlled by Groupe ADP and four are minority-owned.

Our strategy: Be pioneers of a sustainable airport model

OUR PARTNERSHIP WITH THE PARIS 2024 OLYMPIC GAMES

At the Paris 2024 Olympic Games, Paris-Charles de Gaulle and Paris-Orly airports will be one of the gateways for the 15,000 qualifying athletes and 208 delegations, including transcontinental teams.

More than 5,000 Groupe ADP employees have been mobilised in Paris to use their expertise and hospitality skills to ensure this global event is a success.



More inclusive and responsible for the Paris 2024 Olympic Games

Groupe ADP is at the heart of an aviation industry that is reinventing itself. The Olympics are an opportunity to develop a strategy aimed at universal accessibility for passengers and staff within our airports.

Since 2023, the Group has brought together an advisory committee made up of experts from various organisations representing people with disabilities.

Paris 2024 aims to leave a shared and lasting legacy for the entire airport community. For example, we're improving the quality of rail-to-air links within the CDG2 railway station at Paris-Charles de Gaulle Airport, as well as the level of service for people with disabilities.

"This partnership is a source of pride and a meaningful alliance. Paris 2024's slogan, "Games Wide Open", resonates with our mission to welcome the world to this universal celebration that is the Paris 2024 Olympic and Paralympic Games. In summer 2024, France will be the centre of the world."

For many people, the Games will begin and end in our airports, where they'll forge their first and final memories."

It's a magnificent challenge for the entire airport community and for our regions, and a unique opportunity to demonstrate our expertise and commitment to hospitality. Groupe ADP, and all its employees, will be there to make Paris 2024 an unforgettable collective success".

Augustin de Romanet, Chairman & Chief Executive Officer of Groupe ADP

Frame of reference

REFERENCE TEXTS

Groupe ADP adheres to the highest standards when it comes to business conduct.

As a signatory to the United Nations Global Compact, Groupe ADP is committed to respecting and ensuring respect for the ten principles of the Global Compact in its practices and commitments, and in particular in its [Code of Conduct](#) and its [Supplier CSR Charter](#).

The 17 Sustainable Development Goals (SDGs) that make up the United Nations

Agenda 2030 provide a common frame of reference. They are about working towards a better, more sustainable future by addressing global challenges, such as poverty, inequality, climate change, environmental degradation, prosperity, peace and justice.

The Group has identified where we can contribute to 11 of the UN SDGs (see below).

This framework is also an effective communications tool, facilitating dialogue with stakeholders.

Groupe ADP is committed to complying with the human rights principles set out in international standards and frameworks:

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

Finally, to assess its CSR performance and the relevance of its strategy, Groupe ADP relies on a number of international initiatives and standards.

- ◆ *Global Reporting Initiative* (GRI) standards, ISO 26000, ISO 14001 and ISO 50001 standards;
- ◆ GHG Protocol;
- ◆ [Extra-financial ratings](#) (solicited and unsolicited)¹⁴.



¹⁴ S&P Global CSA (formerly DJSI) every year, Ethifinance every two years.

Frame of reference

ETHICS SYSTEM

Groupe ADP believes there can be no compromise when it comes to ethics and compliance. This conviction is reflected in our approach to continuous improvement as a socially responsible company, and the way in which we exercise duty of vigilance.



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

Alongside the ethics and compliance risks included in the Group's risk map, two specific risk mappings on corruption and human rights risks are carried out once every two years (most recently in 2022 and 2023 respectively).

Our Ethics and Compliance Programme is monitored by the Economic and Social Committee, and approved by the Executive Committee and the Board of Directors (Audit and Risks Committee and CSR Committee).

At the same time, the Board of Directors' CSR Committee reviews actions relating to the dissemination of the Group's ethics and compliance culture on the basis of the results of our Ethics Survey.

In order to observe best practices and provide food for thought, Aéroports de Paris is a member of:

- ◆ Transparency International;
- ◆ Cercle Éthique des Affaires (the Group's Director of Ethics and Personal Data was recently elected Chairwoman);
- ◆ Business for Human Rights;
- ◆ Human Resources Without Borders.

Our Ethics and Compliance programme is based on:

- ◆ a **Code of Conduct** available in nine languages, accessible on the Group's intranet and website¹⁵, and policies and procedures: gifts and hospitality, conflicts of interest, sponsorship, third party assessments, international sanctions/embargoes, HR Due Diligence, etc.;
- ◆ a **Data Protection Policy** and instructions for its application;
- ◆ **risk mapping**, in particular of corruption, fraud (launched in 2024) and human rights;
- ◆ **training/awareness raising** for all employees, as well as more specific modules for exposed persons;
- ◆ a **network of Ethics and Compliance officers**, including one for each TAV Airports subsidiary, and liaisons in each of the parent company support divisions;
- ◆ a **third party assessment process**;
- ◆ a **whistleblowing system** (see page 169);
- ◆ **this Vigilance Plan**.

¹⁵ <https://www.parisaeroport.fr/en/group/csr/ethics-and-compliance> and <http://codeofconduct.groupeadp.fr/>

Frame of reference > Ethics system

› THIRD PARTY ASSESSMENT PROCESS

The third party assessment process helps to identify and assess the risks of corruption that Groupe ADP may be exposed to when entering into or continuing business relationships with a third party.

It can be activated gradually, depending on the type of project and the risks related to countries and third parties.

This assessment affects all third parties prior to signing a contract with them. It aims to ensure:

- ◆ their probity with regard to corruption, fraud, money laundering, funding terrorism, human rights and environmental abuses, personal data protection, etc.;
- ◆ their consistency with the Group's ethical principles.

Third party risk assessments involve gradual checks that can go as far as triggering:

- ◆ site visits;
- ◆ pre-acquisition audits as part of mergers/acquisitions;
- ◆ action plans implemented prior to entering into a contract and, where applicable, after acquisition.

› RISK MANAGEMENT AND INTERNAL CONTROL

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

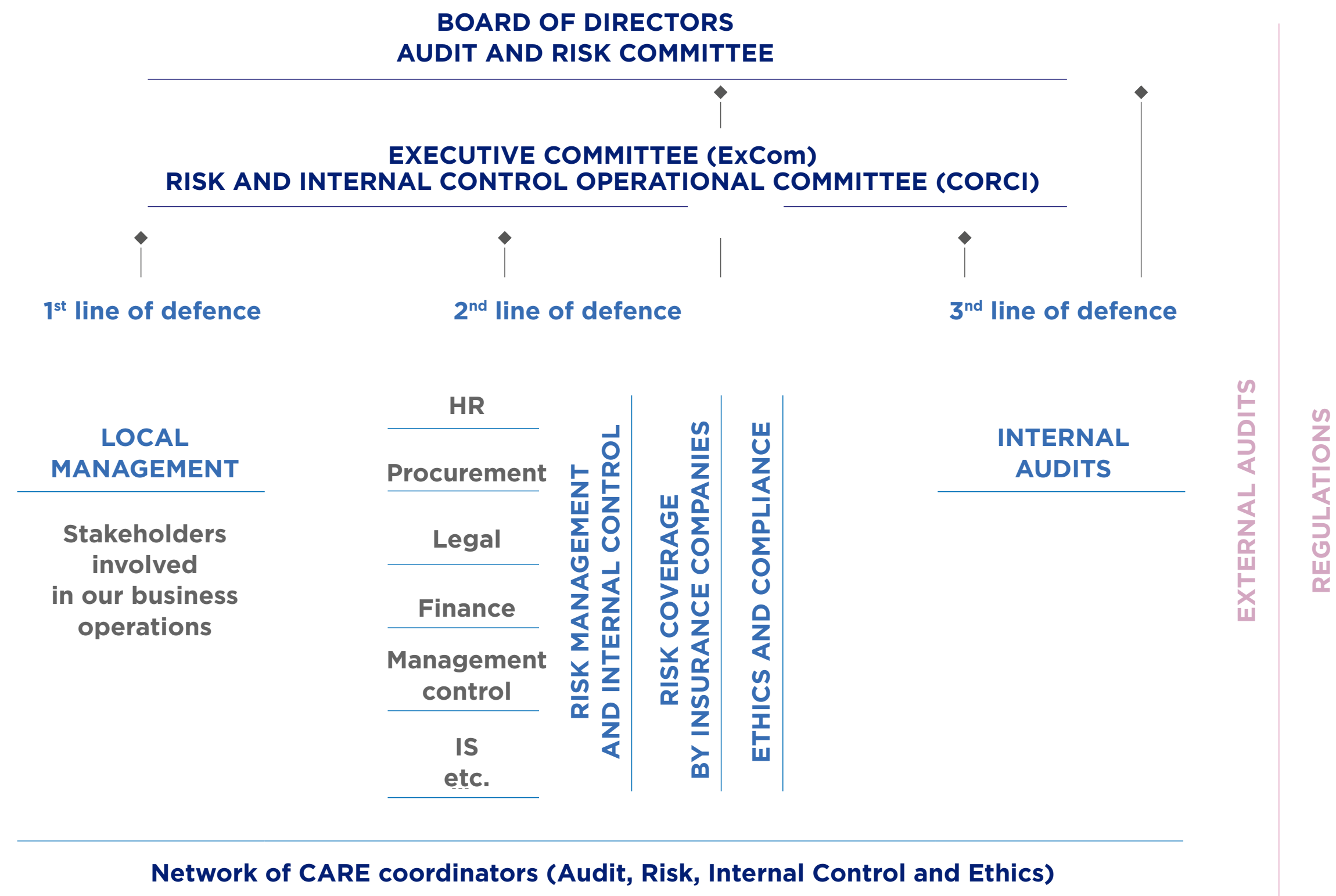
Groupe ADP has also drawn up a Business Continuity Policy (see page 93), which is broken down into several Business Continuity Plans (BCPs). They aim to improve our control of risks that could have a major impact on service continuity and guarantee the provision of services that are essential to the Group's business operations.

KEY INDICATORS 2023

+50,000

CUSTOMERS AND SUPPLIERS ASSESSED

since the platform was launched in 2020, including 12,000 in 2023 alone.





GOVERNANCE AND DIALOGUE

WITH STAKEHOLDERS

Governance

The governance of Groupe ADP is organised in such a way as to take account of social and environmental challenges and ensure that it fulfils its duty of vigilance requirements at the highest level.

INTERNAL GOVERNANCE OF DUTY OF VIGILANCE

Groupe ADP management has established a governance structure on duty of vigilance.

The Vigilance Plan is coordinated by the Group's Ethics and Data Protection Division. A steering committee and topical working groups (procurement, environment, human resources) are set up as required.

A Committee oversees this organisation. It is 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 Division.

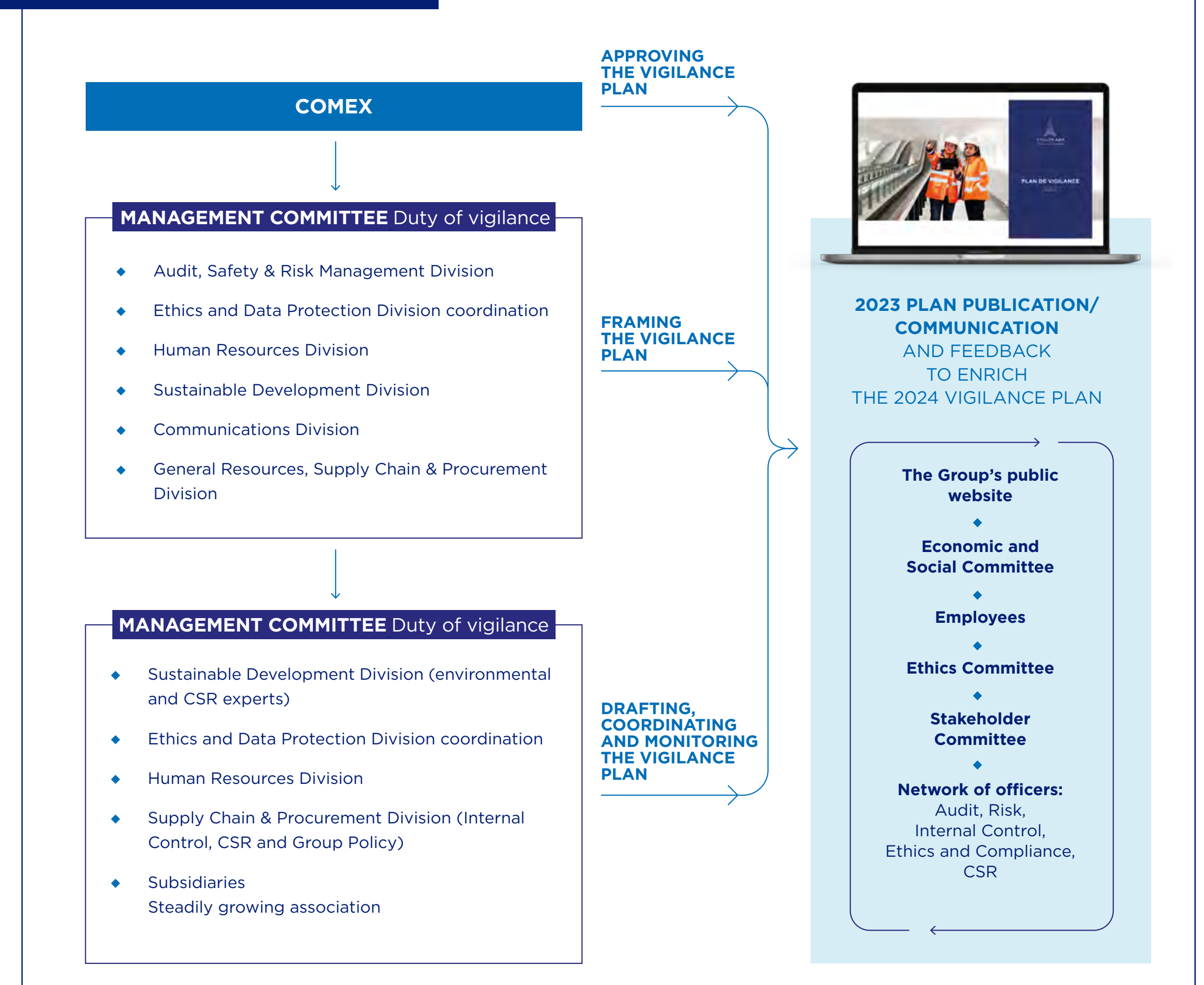
After two editions of the independent vigilance plan and the growing number of issues related to duty of vigilance, leaders sought additional support for improving and implementing Groupe ADP's Vigilance Plan.

An audit was carried out by external vigilance experts, taking into account:

- ◆ the current reference framework on vigilance;
- ◆ European regulations;
- ◆ best practices identified by external experts, including NGOs, associations, companies, consultancies, etc.

The recommendations from this audit have been taken into account in this Vigilance Plan. At the end of January 2024, management formalised and approved an action plan based on long-term recommendations. Follow-up on its implementation will be included in future vigilance plans.

DUTY OF VIGILANCE GOVERNANCE



Governance

THE ETHICS COMMITTEE

The Ethics Committee, as conceived by Groupe ADP, is a forum for collective reflection.

It is made up of 16 Group representatives with different areas of expertise, alongside two qualified outsiders (a philosopher and former ethics director at a major company and the director of a leading NGO on integrity issues). It is a confidential space for reflection where work can take place on company practices. It defines, promotes and reinforces the Group's ethical culture. It informs decision-making by highlighting any ethical questions or issues.

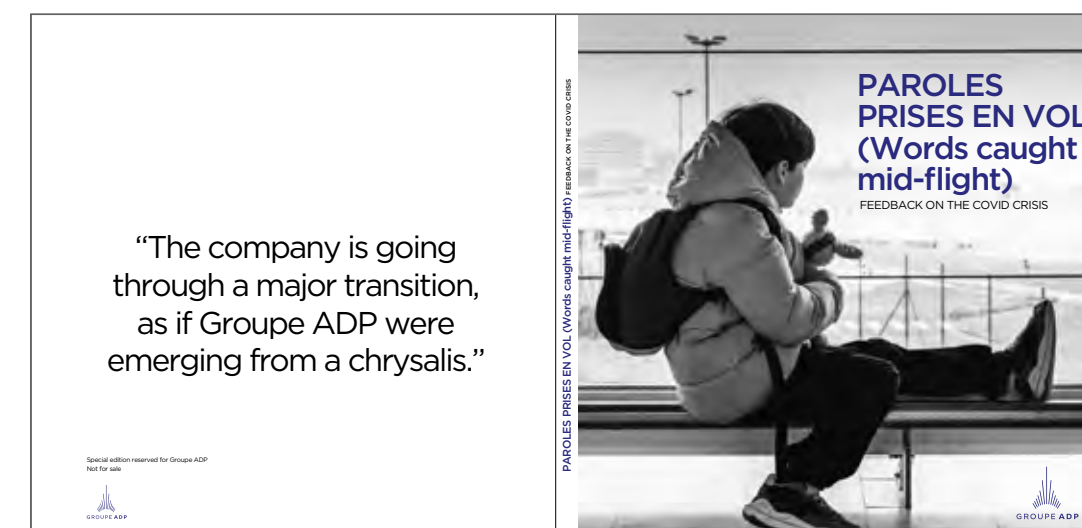
The ethical responsibility of companies is expanding to include the environment, preventing climate change, respecting human rights, preventing psychosocial risks and finding new ways of organising work within the organisation.

In 2023, the Ethics Committee met to discuss the following subjects:

Finalising the Employee Feedback project (special crisis) launched in late 2022

On the suggestion of the Ethics Committee, the company invited employees to voluntarily talk about their experiences during the COVID-19 crisis. This period saw many changes for Groupe ADP. The experience became part of the Group's history.

The testimonies gathered were then anonymously shared with all employees in March 2023 in the form of a book.



Preparing for the Paris 2024 Olympic Games

This event has mobilised the entire company. Managers need to be prepared to support their teams. The 'human' success of the event depends on everyone playing a role and on employees taking ownership of the project. The Ethics Committee has drawn up some advice on preparations for the Paris 2024 Olympic Games, based on lessons learned during the pandemic.

The use of Biometrics in Groupe ADP's operations

Recommendations put forward by the Ethics Committee are intended to serve as a guide for Groupe ADP's biometric projects and are designed to help us keep a watchful eye over projects in the long term.

The accelerating use of Artificial Intelligence (AI)

In December 2023, the Committee met to discuss AI for the first time, analysing best practices for integrating ethics into these types of projects.

“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 a 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



Dialogue with stakeholders

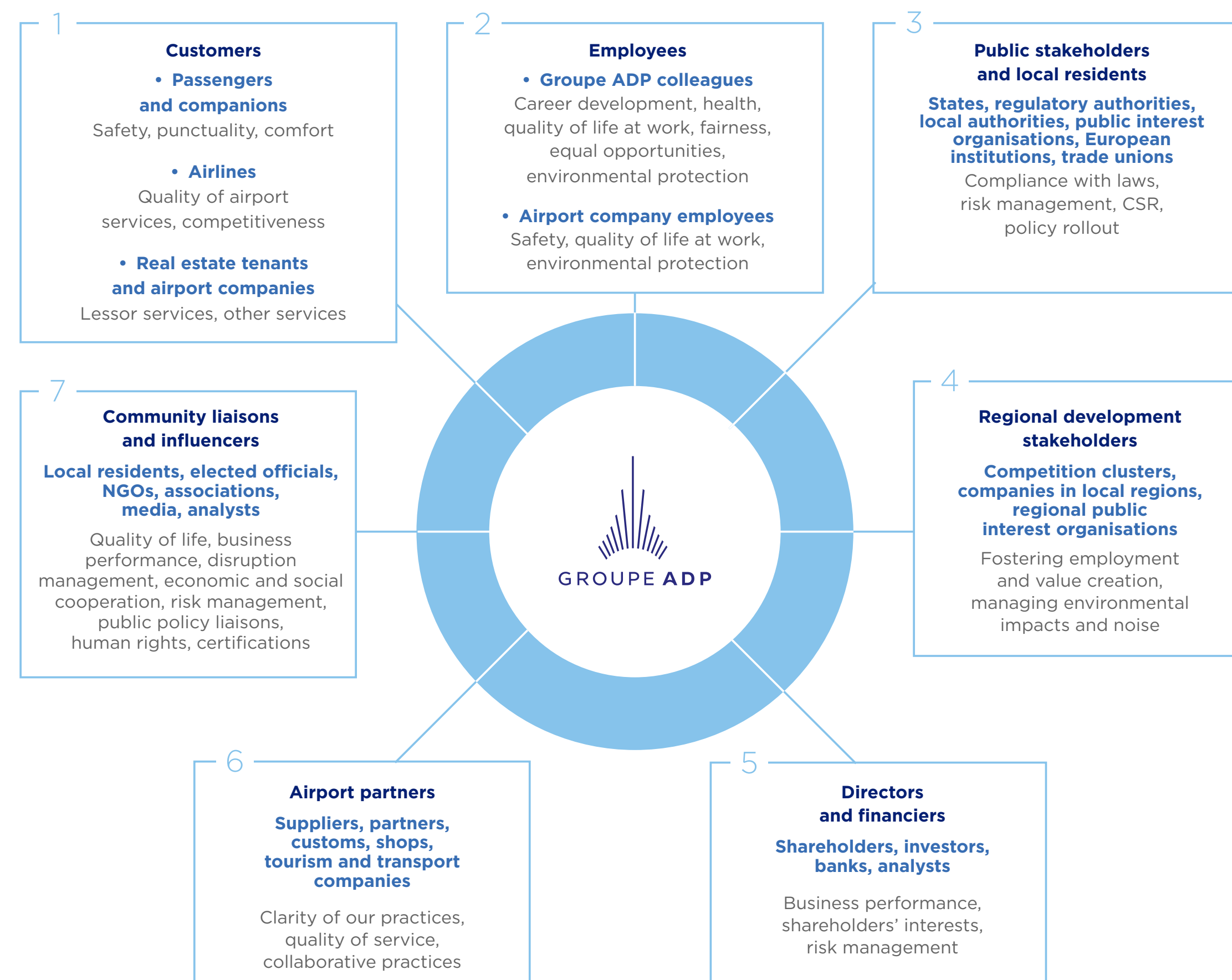
Groupe ADP has a presence in many countries. Listening to, speaking with and integrating all stakeholders are challenges at the heart of the Group's CSR strategy and approach. We regularly communicate and share information with local residents, notably through the *Entre voisins* website and the work carried out at the Environmental Resource Centres at Paris-Charles de Gaulle and Paris-Orly airports.

STAKEHOLDER MAPPING AND INVOLVEMENT

Since 2023, the Vigilance Plan has been presented each year to Aéroports de Paris' Economic and Social Committee. In 2024, it will also be presented to the Stakeholder Committee.

Our mapping of stakeholders, as well as the topics and methods of discussion with them, are regularly reviewed.

The Group shares and challenges its commitments and actions with its internal and external stakeholders, particularly on environmental, social and societal issues.



¹⁶ Corporate Sustainability Reporting Directive

Dialogue with stakeholders

OUR STAKEHOLDERS		INFORMATION TOOLS	CONSULTATION METHODS
ALL		<ul style="list-style-type: none">◆ parisaeroport.fr website/CSR experts section/Social media/Newsletters/Annual reports◆ Open days◆ Stakeholder Committee white papers	<ul style="list-style-type: none">◆ Materiality studies◆ Stakeholder Committee
	Passengers and companions	<ul style="list-style-type: none">◆ My Airport App◆ Customer guides◆ PRM section on our website and at specific reception points in terminals	<ul style="list-style-type: none">◆ Satisfaction survey/Printed materials in terminals/Single contact number 3950/Complaint management/Foreign consulate chambers/Benchmarks◆ Advisory Committee for People with Disabilities
CUSTOMERS	Airlines	<ul style="list-style-type: none">◆ Intranet site◆ Airport Policy Committee (COA)◆ Airport Stakeholders’ Club◆ Airport/terminal meetings	<ul style="list-style-type: none">◆ Airport CDM◆ Operational committees◆ Operational meetings◆ Benchmarks
	Real estate tenants and airport companies	<ul style="list-style-type: none">◆ Intranet site◆ Conferences◆ Guides for moving into and operating within our airports	<ul style="list-style-type: none">◆ Meetings/Dedicated intranet site/Environment Partners Club◆ Satisfaction surveys
EMPLOYEES	Groupe ADP colleagues	<ul style="list-style-type: none">◆ Internal magazine and newsletters/Intranet sites/Conferences◆ Group Committee/Economic and Social Committee◆ Information and awareness booklets◆ Induction days for new recruits, staff who have been promoted and managers◆ Employee guides◆ HR and management chain of command◆ CARE and CSR networks	<ul style="list-style-type: none">◆ Risk mapping◆ Annual industrial relations survey◆ Group Committee/Economic and Social Committee (ESC)◆ Ethics survey◆ QLWC (Quality of Life and Working Conditions) surveys◆ Zest Me Up survey◆ CARE and CSR networks
	Airport company employees	<ul style="list-style-type: none">◆ Dedicated CSR forum	<ul style="list-style-type: none">◆ Dialogue with managers/HR Division Club
	Public stakeholders and local residents	<ul style="list-style-type: none">◆ entrevoisins.groupeadp.fr website◆ Annual reports and regulated information/Vigilance Plan◆ Conferences, seminars, announcements/Site visits/Responsible lobbying◆ Environmental and Sustainable Development Resource Centres/Airport visits	<ul style="list-style-type: none">◆ Regulatory consultation tools◆ Economic Advisory Committee◆ Partnership initiatives with an economic, environmental or social purpose◆ Working groups

Dialogue with stakeholders

OUR STAKEHOLDERS	INFORMATION TOOLS	CONSULTATION METHODS
Regional development organisations	<ul style="list-style-type: none">◆ Supplier platform/Forums and meetings/On-demand information on development projects/ev-labo.aeroportsdeparis.fr/Pépinières d’entreprises website	<ul style="list-style-type: none">◆ Regional governance bodies◆ Regional promotion initiatives◆ Forums and meetings with SME support structures for startups◆ Working groups
Airport partners	<ul style="list-style-type: none">◆ parisaeroport.fr/en/professionals/suppliers website◆ Supplier platform◆ Procurement Code of Ethics◆ CSR Charter for Suppliers and Service Providers◆ Seminars and conferences◆ Guide to moving into our airports◆ Paris Airport Community Endowment Fund (FDCAP)	<ul style="list-style-type: none">◆ Supplier platform◆ Trade fairs and consultations, including supplier self-assessments◆ Satisfaction surveys◆ Topical workshops◆ Operational meetings◆ Working groups◆ Regional projects, government projects◆ Environmental Partners Clubs◆ Environmental alliances
Community liaisons and influencers	<ul style="list-style-type: none">◆ entrevoisins.groupeadp.fr website◆ ev-labo.aeroportsdeparis.fr◆ Certified management systems◆ Announcements, press conferences, press kits, press liaison/Responsible lobbying◆ Events organised by or with local stakeholders◆ Environmental and Sustainable Development Resource Centres/Airport visits	<ul style="list-style-type: none">◆ Requested extra-financial ratings◆ Responses to questionnaires

Dialogue with stakeholders

› MATERIALITY STUDY

In 2023, **Aéroports de Paris** began the process of updating our materiality study within France and on our airport operations. Only financial materiality has been completed, whilst impact materiality will take place during the 2024 financial year.

Dual materiality meets the requirements of the European CSRD (*Corporate Sustainability Reporting Directive*), but also the requirements of our duty of vigilance, which focuses on the risks of negative impacts caused by companies on their ecosystems.

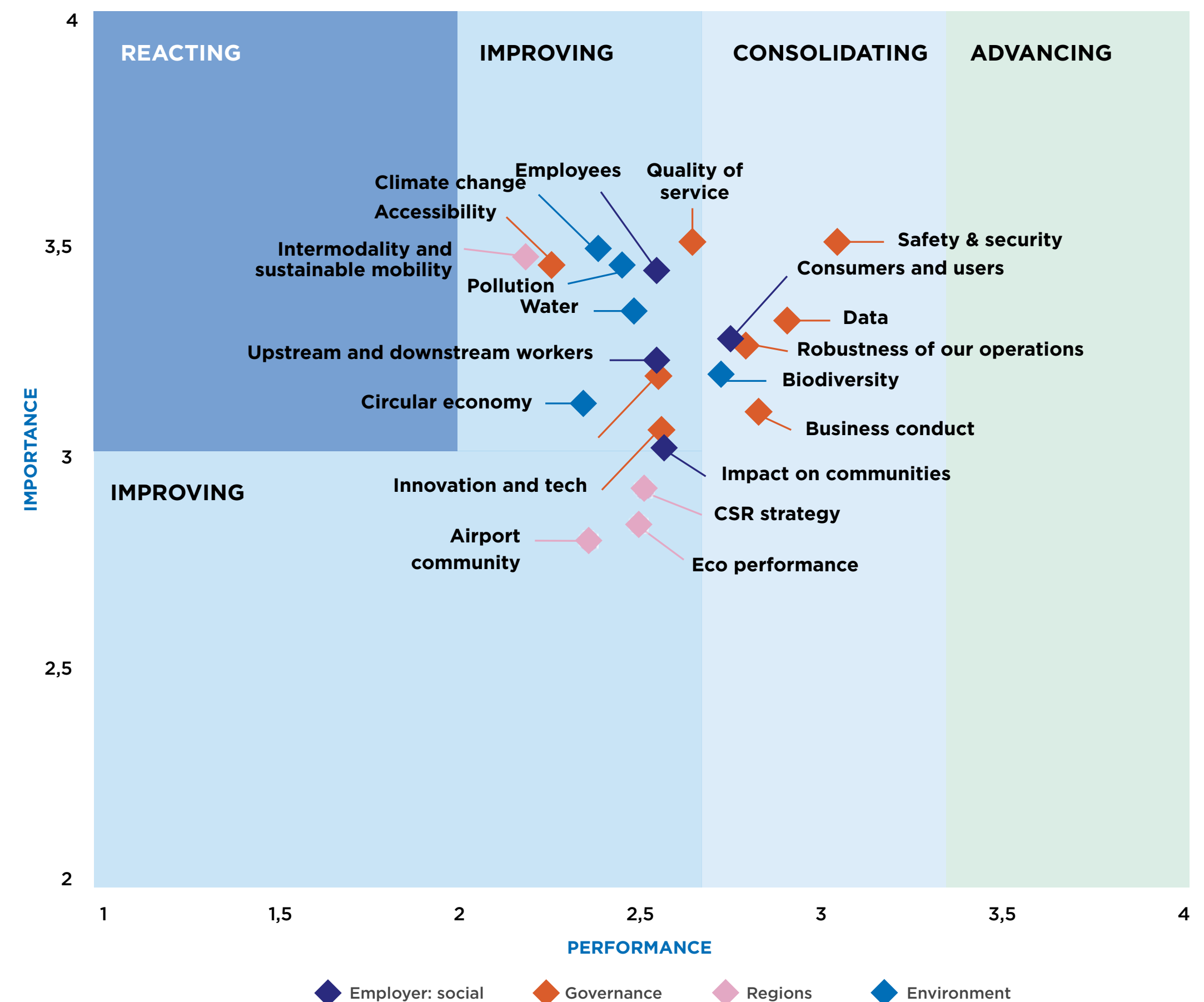
The results of the completed study will be taken into account when updating our risk maps, including those produced as part of our duty of vigilance.

Our materiality and risk mapping exercises converge and are presented to the same bodies.

Almost 1,100 individual pieces of feedback¹⁷ were used to rank 21 issues based on the pillars of Groupe ADP's CSR strategy, in order of importance and performance.

1. **Core business challenges:**
public and airport safety and security, quality of service and hospitality for all our customers.
2. **Environmental challenges:**
combating climate change and limiting pollution.
3. **Airport accessibility and intermodality challenges: sustainable mobility**
for passengers, employees and local residents alike.

Issues ranked in order of importance and performance



¹⁷ 53% Aéroports de Paris employees, 47% external stakeholders, including shareholders, suppliers, airport employees, customers, etc.

STAKEHOLDER COMMITTEE

Since 2021, Groupe ADP has been regularly sharing and challenging its strategy and actions with a panel of external experts with multidisciplinary skills.

The Stakeholder Committee brings together **16 external and independent figures** from different backgrounds and areas of expertise. They provide a collective, distanced and multidisciplinary vision and reflection on key CSR issues. The Committee meets several times a year.

In 2023, the Committee's work focused on:

- ◆ attracting and retaining employees;
- ◆ new energies at airports;
- ◆ communication and influence policies.

Members of the Stakeholder Committee share the results of their work and their

roadmap for the coming year with the Board of Directors' CSR Committee. Although it does not endorse all of the recommendations, Groupe ADP has decided to share the paper and recommendations drafted by the Stakeholder Committee on "decarbonising ground access: what is the future for cars?" with the public. Following this initial exercise in 2022, the aim is to publish regular opinions and recommendations, known as "white papers", drafted collectively by the members of the Committee.

These papers aim to:

- ◆ **inspire collective thinking on sustainable development** across the aviation industry;
- ◆ **stimulate dialogue between Groupe ADP and its stakeholders;**
- ◆ **contribute to the alignment of environmental, social and financial objectives**, using Groupe ADP as an example.

No new formal papers was produced in 2023.

COMMITTEE MEMBERS

- ◆ **Sergio Alegre Calero**, Director General of the Airport Regions Council (ARC)
- ◆ **Alain Battisti**, President of the *Fédération Nationale de l'Aviation Marchande* (FNAM)
- ◆ **Olivier Boucher**, Director of Research at the French National Centre for Scientific Research (CNRS) and climatologist at the Dynamic Meteorology Laboratory
- ◆ **Pierre-Guy Cosimi**, General Secretary of the *Syndicat National du Transport Aérien et des Aéroports* (SNTA) CFDT
- ◆ **Stéphane Cueille**, CEO of Safran Electrical & Power
- ◆ **Oihana Duclos**, student at the French National Civil Aviation School (ENAC)
- ◆ **Myriam El Khomri**, Head of Consulting at SIACI SAINT HONORE
- ◆ **Yasmine Hamraoui**, President of French Impact and Associate Director of Impact Partners
- ◆ **Max Hirsh**, Research Professor, University of Hong Kong, CEO Urban Experts
- ◆ **Olivier Jankovec**, Director General of Airport Council International (ACI) Europe
- ◆ **Christian Mantei**, international tourism expert
- ◆ **Chloé Morin**, Associate Expert at the Jean Jaurès Foundation
- ◆ **Khanh Nham**, member of the Groupe ADP Passenger Community
- ◆ **Amandine Roggeman**, member of "Les 150" association of citizens of the climate convention
- ◆ **Hélène Soubelet**, Director of the French Foundation for Research on Biodiversity
- ◆ **Rémi Vanel**, member of *Collectif pour un Réveil Écologique*



RISK MANAGEMENT & PREVENTION AND MITIGATION

ENVIRONMENT

Groupe ADP’s environmental ambitions have been part of our systemic CSR approach for many years now. This is reflected in the commitments set out in the Group’s “2025 Pioneers” strategic plan and the associated CSR policy. This strategy is in line with the United Nations’ Sustainable Development Goals, Europe’s ambitions in terms of sustainable development, as well as national strategies for the environmental and energy transition.

For many years now, Groupe ADP has implemented measures and procedures to avoid, reduce and, as a last resort, compensate for the impact of our operations on the environment in the regions in which we operate.

Since 2022, our environmental policy has been considerably expanded, whereas before it mainly concerned airport operations in Paris. Our ambitions are now rooted at the heart of the Group’s “2025 Pioneers” strategic vision and extend throughout the entire life cycle and value chain, both in France and internationally.

In 2022, Groupe ADP rolled out our new CSR policy, called “2025 Pioneers for Trust”. Its environmental pillar tackles major issues, such as the fight against climate change, the erosion of biodiversity and the depletion of natural resources, in order to build a new sustainable and efficient airport model.

This environmental policy has four major ambitions common to all the airports in the “Airports for Trust” network. They are broken down into 15 commitments (see page 181) that embody the transformation of our airports into *multimodal connectivity hubs* and *energy hubs* at the service of the regions. They cover the various environmental risks identified, particularly during our materiality studies.

Environmental risks

P. 29

Reducing our contribution to climate change

P. 34

Helping to preserve air quality

P. 54

Limiting noise pollution

P. 57

Limiting soil and groundwater pollution

P. 60

Preserving biodiversity

P. 64

Safeguarding water resources

P. 71

Moving towards a systemic and circular approach to resources

P. 76

Environmental risks

Preserving natural environments and the health of people living near airports are at the root of Aéroports de Paris' successive environmental policies. The internationalisation of Groupe ADP's environmental policy in 2022 has extended these requirements to all assets in the "Airports for Trust" network.

RISK MAPPING

By definition, risks are very much linked to the operational context of our various sites and to the Group's activity in these regions, as well as to the sensitivity of surrounding environments.

In 2022, **Groupe ADP broadened its scope of action** in order to:

- ◆ integrate international assets into our environmental policy;
- ◆ have a positive influence on stakeholders within the airport community and its value chain.

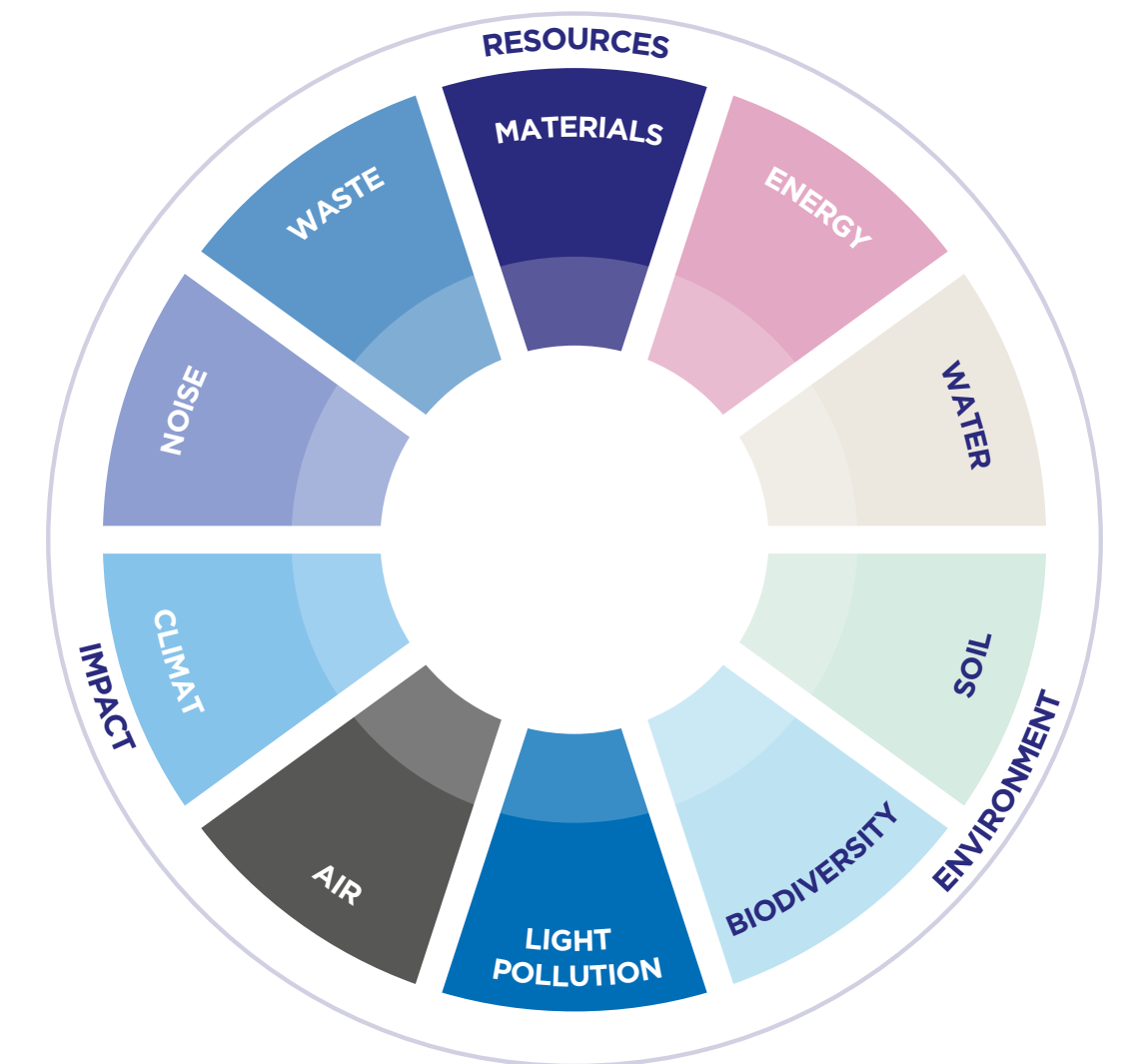
Reaffirmed and reinforced in our 2022-2025 environmental policy, **Groupe ADP's environmental ambitions require vigilance that goes well beyond regulatory obligations.**

The environmental pillar of Groupe ADP's new CSR policy is intended to be **as broad as possible across the 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 into 10 themes.

As part of a continuous improvement approach **Groupe ADP ensures that our risk mapping is updated annually** to help reduce the environmental impact of our operations and strengthen our resilience.

In 2023, a questionnaire was sent out to all the Group's airport assets¹⁸ to update the risks and their control elements. The elements presented in this plan are based on these results in particular.



¹⁸ Scope: "Airports for Trust" Charter.

> RISK 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** based on:

- ◆ environmental analyses;
- ◆ past events;
- ◆ following up on the 2016-2021 environmental and energy policy;
- ◆ risk mappings carried out for the Group's Paris airports.

This was updated in 2022 in response to growing environmental challenges, such as reducing CO₂ emissions, reducing noise pollution and preserving biodiversity. Each risk has been given a rating, which has made it possible to establish control measures.

The environmental aspect of the procurement risk mapping was drawn up in 2018 (see page 149).

A number of studies carried out for exercises other than the Vigilance Plan, but which provide input for the plan, were completed in 2023.



Impacts and dependencies on nature as a result of the Group's airport, commercial, property and energy production and distribution activities

In order to obtain sufficiently detailed data, the study focused on the Group's assets in the Paris region. The first stage was able to identify and quantify the risks and challenges facing Groupe ADP in terms of biodiversity and natural resources, such as wood and water (see pages 64-86).



Risks and opportunities associated with the transition to a low-carbon economy

The scope of this analysis includes the Group's 26 airports. The aim is to assess the Group's climate risks and identify

the most critical sites and the climate risks with the greatest impact¹⁹, taking into account the SSP5-8.5²⁰ global warming scenario projected for 2030 (see page 34).



Impacts and dependencies on natural resources

This study focuses on non-living resources (minerals, hydrocarbons, etc.) and investigates their dependence on nature (living resources). It will enable us to identify the resources that will be critical to Groupe ADP's operations in the coming years, to ensure the continuity of business and make a success of our ecological transition.

The results of this study will give us **a better understanding of the direct and indirect risks and the levers for action** that Groupe ADP can implement to address these risks and develop our resilience. Some control measures are presented here.

As the results of the study are recent, they are currently being analysed and will feed into our continuous improvement plan for 2024.

These preliminary elements and the projects implemented are part of **a vision of profound transformation of our model over time and the economic and environmental links between airports and their host regions.**

¹⁹ Based on the European taxonomic classification of climate-related risks.

²⁰ The RCP 8.5 scenario is the most pessimistic scenario in the IPCC (Intergovernmental Panel on Climate Change) report entitled "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.

RISK ANALYSIS OF OUR INTERNATIONAL SITES

Groupe ADP has a network of 26 airports operated under management or concession contracts in Europe, Asia, Africa and the Americas. Given our global presence, the diversity of ecosystems covered, varied regional challenges and the environmental regulations in force in the various countries, Groupe ADP faces a wide range of environmental challenges.

In line with ISO 26000 Standard, which covers the main topics 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.

Based on an exercise carried out in 2020, in 2023, the Group sent a detailed update questionnaire to each of our subsidiaries in order to find out which laws were in force and which key actions had been taken to comply with the regulatory requirements for each environmental topic (aligned with CSRD European Sustainability Reporting Standards):

- Climate change;
- Pollution and disruption;
- Water and marine resources;
- Biodiversity;
- Circular economy.

The following entities were included in this project:

FRENCH AIRPORTS	<ul style="list-style-type: none">Paris-CDGParis-OrlyParis-Le Bourget
GROUPE TAV	<ul style="list-style-type: none">TAV AnkaraTAV IzmirTAV Alanya-GazipasaTAV BatumiTAV Milas-BodrumTAV EnfidhaTAV MonastirTAV SkopjeTAV OhridTAV AlmatyTAV TbilisiTAV MadinahTAV AntalyaTAV Jeddah-Hajj
GROUPE AIG	<ul style="list-style-type: none">AIG Amman
CROATIA	<ul style="list-style-type: none">MZLZ Zagreb
RAVINALA AIRPORTS	<ul style="list-style-type: none">Ravinala IvatoRavinala Nosy Be
CHILE	<ul style="list-style-type: none">NP Santiago
BELGIUM	<ul style="list-style-type: none">Liège
NON-AIRPORT SUBSIDIARIES	<ul style="list-style-type: none">Hub OneExtime

A summary of this inventory is presented in the matrix on the next page.

Our continuous improvement approach to environmental risk mapping:

strengthening and aligning risk mapping with Groupe ADP’s new environmental policy.

Risk mapping is to be carried out for the 23 airports that have signed the “Airports for Trust” Charter. This will help us analyse 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 was carried out in 2023 for the Group’s 26 airports.

A more detailed study will be carried out on the main companies within the Group’s managed scope in 2024 in order to assess the risks associated with our investments in the airport sector and beyond.

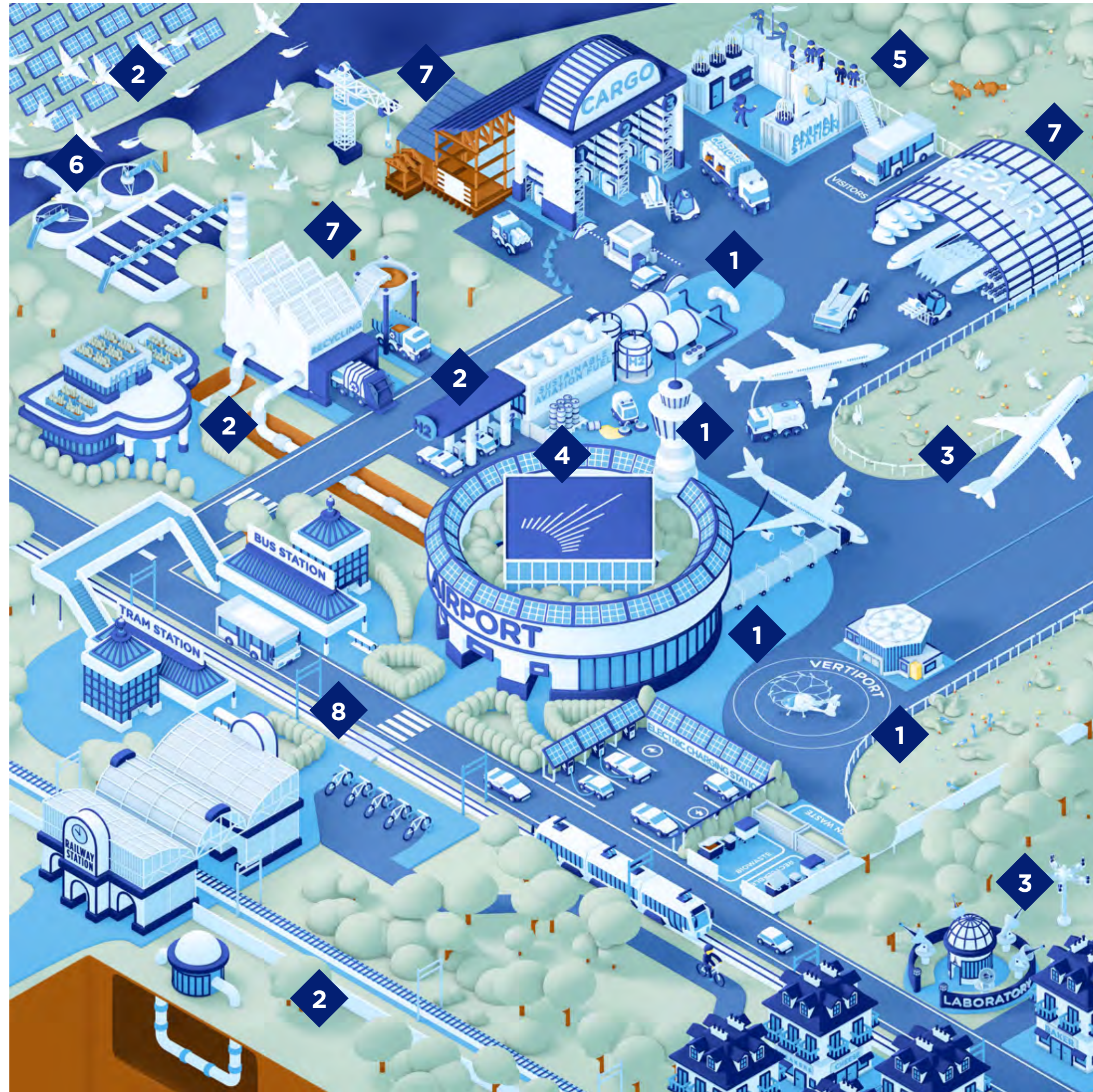
Matrix of regulations in force and actions taken by Groupe ADP entities

	FRENCH AIRPORTS		TAV GROUP		AIG		MZIZ		RAVINALA		CHILE		LIÈGE		HUB ONE		EXTIME	
	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices	Regulatory framework requirements	Best practices
E1 CLIMATE CHANGE	🟡	🟢	🔴	🟢	🟡	🟢	🟡	🟢	🔴	🟢	🔴	🟢	🟡	🟢	🟡	🟡	🟡	🟡
E2 POLLUTION	🟢	🟡	🟢	🟢	🟢	🟢	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡
E3 WATER AND MARINE RESOURCES	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡	🟢	🟡
E4 BIODIVERSITY AND ECOSYSTEMS	🟢	🟢	🔴	🔴	🔴	🔴	🟢	🟡	🔴	🟢	🔴	🔴	🟢	🟡	🟢	🟡	🟢	🟡
E5 CIRCULAR ECONOMY	🟢	🟢	🟡	🟡	🟢	🟢	🟢	🟡	🟡	🟡	🟡	🟡	🟢	🟡	🟢	🟡	🟢	🟡

🟢 Thresholds are imposed by regulations/best practice goes beyond the thresholds imposed 🟡 A framework/best practice exists and preventive and impact measures are implemented 🔴 No framework or best practice in place

This overview shows the varied nature of the legislation in force and the actions taken by each entity. The entities surveyed comply with these laws and some go beyond them.

Environmental risks



KEY RISKS

› DRIVING THE AIRPORT ENVIRONMENTAL TRANSITION FORWARD AND SUPPORTING THE WIDER AVIATION TRANSITION

- | | |
|---|--|
| <p>1 Decarbonising aviation</p> <ul style="list-style-type: none"> ◆ Impact on global climate change (see page 34) <p>2 Airports as green energy hubs</p> <ul style="list-style-type: none"> ◆ Impact on global climate change (see page 34) <p>3 Actions to improve air quality and reduce noise pollution</p> <ul style="list-style-type: none"> ◆ Impact on human health and biodiversity (see page 54) ◆ Noise pollution for local residents and airport employees (see page 57) <p>4 Combating soil and groundwater pollution</p> <ul style="list-style-type: none"> ◆ Impact on human health and biodiversity (see page 60) <p>5 Limiting the impact on biodiversity</p> <ul style="list-style-type: none"> ◆ Damage to the biodiversity heritage of our regions (see page 64) ◆ Increased risk to animals (aircraft collisions) (see page 64) ◆ Trafficking of protected species and bushmeat (see page 64) | <p>6 Protecting water resources and aquatic environments</p> <ul style="list-style-type: none"> ◆ Consumption (quantity, pressure, conflicts of use) (see page 71) ◆ Discharging polluted water into nature (see page 71) ◆ Flooding (as a consequence of soil sealing) (see page 71) ◆ Resilience to increased water stress in the regions (see page 71) <p>7 Circular economy and natural resources</p> <ul style="list-style-type: none"> ◆ Depletion of raw materials (see page 76) ◆ Airport procurement (sensitive resources) (see page 76) ◆ Pollution from waste (see page 76) <p>8 The airport, a hub for all forms of mobility</p> <ul style="list-style-type: none"> ◆ Impact on global climate change (see page 34) |
|---|--|

Reducing our contribution to climate change

Groupe ADP has made the fight against climate change a core element of our strategy. We aim to achieve zero environmental and energy impact from operations within our area of responsibility.

UNDERSTANDING OUR COMMITMENTS

Groupe ADP's commitment to making our operations part of the environmental and energy transition is reflected in our targets for managing our greenhouse gas (GHG) emissions:

- ◆ by 2030, all "Airports for Trust" signatories will be neutral in terms of internal GHG emissions (scopes 1 and 2);
- ◆ Groupe ADP has set a "Net Zero Emission" target for several airports (see page 38);
- ◆ by 2030, Groupe ADP aims to achieve net zero emissions on the ground at Paris-Orly.

The Group also has targets for external emissions (scope 3). In particular, we aim to make our Paris airports carbon-neutral by 2050. This commitment is truly innovative given its scope, which includes all ground emissions and cruising emissions for all flights departing from our Paris airports. It is based on:

- ◆ a favourable European regulatory context: "Fit for 55";
- ◆ the EU's "Destination 2050" industry roadmap;
- ◆ the 2050 carbon neutrality commitment for global air traffic made at the ICAO General Assembly in October 2022 (*long-term aspirational goal*);
- ◆ 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 our CO₂ emissions, scopes 1 and 2, over more than a decade;
- ◆ is continuing efforts to decouple the trajectory of CO₂ emissions from aircraft and the growth in air traffic;
- ◆ understands 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 Paris Agreement (limiting global warming to 1.5°C by the end of the century).



AÉROPORTS DE PARIS

In May 2022, Aéroports de Paris began the SBTi (*Science Based Targets Initiative*) certification process for our carbon trajectory, in accordance with the latest SBTi standards and requirements, with commitments and targets due to be submitted to SBTi in spring 2024.

Reducing our contribution to climate change

Biodiversity observations, Paris-Orly
© Gwen Le Bras for Groupe ADP



RISK DESCRIPTION

In the context of the fight against climate change and the environmental pressures weighing on this sector, the challenges facing Groupe ADP are to:

- ◆ **conduct our business in accordance with applicable regulations** and in line with international, national and local policies;
- ◆ **support structural change in the sector** while continuing to serve the interests of all our stakeholders;
- ◆ **remain a driver of economic development and employment** for the surrounding regions.

In the absence of avoidance, reduction and/or compensatory measures, day-to-day operations at the Group's airports may generate:

- ◆ specific pollution risks (noise and emissions into the air, water and soil);
- ◆ issues relating to waste management, use of resources (water, energy), protecting biodiversity and sustainable development;
- ◆ an unfavourable climatic impact.

In addition, depending on the country in which they are located, operations at Groupe ADP airports may be disrupted by extreme weather events (violent winds, flooding, etc.), particularly those linked to global warming.

Insufficient consideration – or the perception of insufficient consideration – of the environmental issues related to Groupe ADP's operations could:

- ◆ hinder the Group's business and growth prospects (risk of traffic restrictions);
- ◆ lead to higher financing and insurance costs;
- ◆ lead to a proliferation of disputes and legal proceedings;
- ◆ ultimately devalue the Group's assets;
- ◆ have a negative impact on our image and reputation;
- ◆ lead to recruitment difficulties;
- ◆ give rise to mistrust and demands, particularly on the part of our stakeholders.

Reducing our contribution to climate change

PREVENTION, MITIGATION AND OPPORTUNITIES

› ADAPTING TO INCREASING NUMBERS OF EXTREME WEATHER EVENTS

Analysing gross climate risks

In 2022 and 2023, Groupe ADP carried out an analysis designed to:

- ◆ assess current and future gross climate risks (without taking mitigation measures into account) for all our airports;
- ◆ identify the most critical sites and climate risks with the greatest impact (based on the European taxonomic classification of climate-related risks), taking the SSP5-8.5 global warming scenario (most pessimistic, unlikely scenario) projected for 2030 and 2050 into account.

This study looks at:

Physical climate risks

- ◆ **acute climate risks:** hazards caused by events, including extreme weather events (cyclones, droughts, earthquakes, floods, etc.);
- ◆ **chronic climate risks:** long-term changes in climate models that could lead to ongoing changes in climate variables (rising sea levels, water stress, etc.).

Transitional climate risks

Alongside investigating physical risks, Groupe ADP has looked into the risks and opportunities of the transition to a low-carbon economy.

These are calculated based on:

- ◆ **hazards:** heat-related risks; energy risks; flood risks; geophysical risks; risks related to wind and convection, etc.;
- ◆ **exposure:** the location, physical attributes and value of assets or people that could be affected by a hazard;
- ◆ **vulnerability:** the propensity or predisposition to be adversely affected by a given hazard. This factor encompasses a variety of concepts and elements, including sensitivity or susceptibility to damage.

Parked aircraft and airfield meadows, Paris-Orly
© Gwen Le Bras for Groupe ADP



In the SSP5-8.5 global warming scenario, flooding and heat risks are central to the Group's portfolio's exposure to risk. Heat is a risk for most assets. It could affect terminal and airside operations (see page 167 URD).

Reducing our contribution to climate change > Prevention, mitigation and opportunities

Analysis net climate risks

Following the analysis of gross risks, a more in-depth phase focusing on the exposure of our assets to net physical risks, incorporating risk mitigation measures, began in 2023 for the Group's main controlled airports. This second stage involves **in-depth site visits**. They are designed to take existing

and planned mitigation and adaptation measures into account when assessing risks. The analysis includes an assessment of the cost of additional risk mitigation and adaptation measures that could be put in place, as well as an assessment of the impact of net risk on asset values.

Initial results of the findings – still in progress in 2024 – obtained in 2023 for Paris airports show **a good level of maturity in terms of understanding climate issues and the need to adapt to physical climate risks**.

The study highlights **the introduction of significant adaptive measures and a large number of mitigation measures** to limit the consequences of global warming in the long term. This is the case, for example, with actions relating to:

- ◆ drawing up an investment plan for the period to 2035 that takes account and anticipates the consequences of climate change over the medium term;
- ◆ decarbonising the energy mix at Paris airports.

Preliminary results from 2023 attest to **Groupe ADP's proactive approach to making Paris airports resilient to climate risks**. Past and future actions aim to turn these challenges into opportunities, strengthening the sustainability, resilience

and operational performance of our airport infrastructure.

The analysis will continue in 2024 in order to **map and assess all existing and future mitigation and adaptation measures**. Similar work will be carried out in 2024 on controlled international airports, which are the most exposed to gross physical risks, according to the SSP5-8.5 scenario. The impact of net risks on asset values also remains a key concern for future studies. Over and above financial considerations, this assessment will guide the prioritisation of our efforts, focusing on protecting critical assets and reducing operational risks.

EVOLUTION IN CORPORATE GOVERNANCE

One important adaptation measure already in place concerns the company's governance structure. The Board of Directors has set clear climate ambitions and the company's current governance is capable of implementing them through quick and mature decision-making processes. This strengthens the ability of managers to respond to the challenges posed by climate risks.

In 2023, a reorganisation led to the appointment of a Deputy Managing Director of Sustainable Development and Projects. This role embodies, at the highest level of the organisation, the coherence between managing development and investment projects and the challenges of the environmental and climate transition.

At the same time, our Paris airports' climate strategy has been turned into action plans at airport level, setting out deadlines and priorities so that the operational teams can take ownership of the actions to be taken. These roadmaps are based on investments included in our long-term investment plan, and contribute to mitigating climate change.

REDUCING OUR INTERNAL EMISSIONS (SCOPES 1 AND 2)

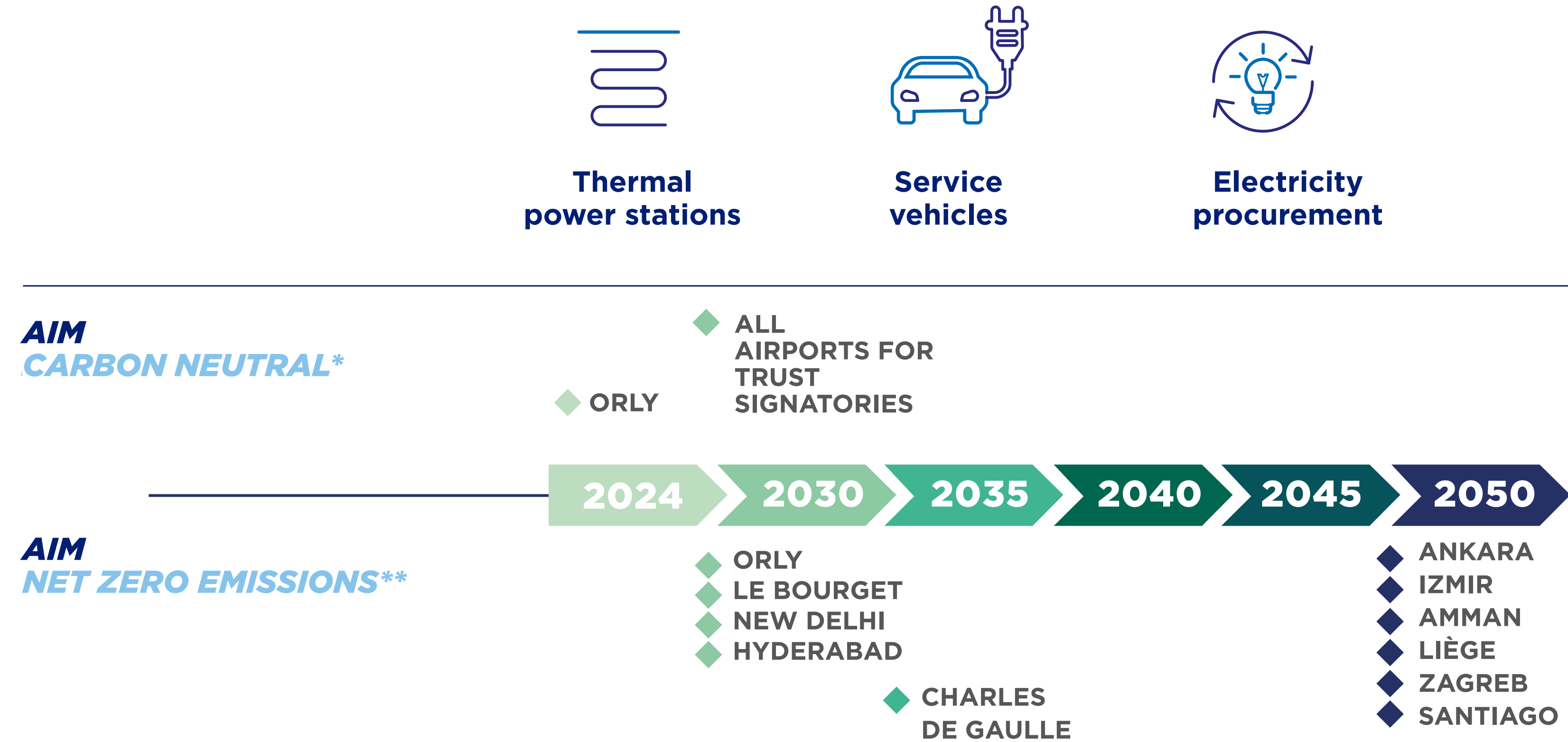
By 2030, all signatories to the “Airports for Trust” Charter will be neutral in terms of internal GHG emissions (scopes 1 and 2). In addition, Groupe ADP has set a “Net Zero Emissions” target for internal emissions at several airports:

- by 2030 for Paris-Orly, Paris-Le Bourget, New Delhi and Hyderabad;
- by 2035 for Paris-Charles de Gaulle;
- by 2050 for Ankara, Izmir, Amman, Liège, Zagreb and Santiago.

To reduce our internal emissions and contribute to the roadmap towards carbon neutrality and net zero emissions, Groupe ADP has set the following targets for Paris airports, reducing CO₂ emissions at source (scopes 1 and 2) by 2025:

% REDUCTION IN CO ₂ (VS. 2010)	AIRPORT(S)
-78%	Paris-Charles de Gaulle
-86%	Paris-Orly
-70%	Paris-Le Bourget
-80%	Aéroports de Paris

Commitment to zero internal emissions



* Carbon neutrality: greenhouse gas emissions are offset, without limitations on volume, through avoidance or sequestration methods.
** Net zero emissions: residual greenhouse gas emissions (max. 10% of a reference year's emissions) are offset by sequestration methods.

Reducing our contribution to climate change > Prevention, mitigation and opportunities

The Group's other airports have also translated this ambition into medium and long-term plans. Zagreb Airport, for example, has set itself the target of:

- ◆ reducing its energy consumption by 20% between 2023 and 2030;
- ◆ reducing its internal CO₂ emissions by 17% by 2026 compared with 2022, and by 50% by 2030 compared with 2021;
- ◆ becoming net zero by 2050.

KEY INDICATOR 2023

5

AIRPORTS ISO 50001 CERTIFIED

Paris-Charles de Gaulle
Paris-Orly
Paris-Le Bourget
Amman
Ankara

All over the world, and particularly in Paris, Groupe ADP is developing solutions to address every aspect of this environmental risk:

Improving the energy performance of our terminals and buildings

Initiated a long time ago with the development of our ISO 50001-certified airports, this approach was strengthened in autumn 2022 with the implementation of an energy efficiency plan against a backdrop of rising energy costs.

Aéroports de Paris signed the Ecowatt Charter (RTE) and the Ecogaz Charter (GRTgaz), indicating our willingness to implement **a long-term energy sobriety plan and a load shedding plan** to reduce our electricity consumption on days when the electricity network is under strain:

- ◆ Immediate action plan: set heating to 19°C, reduce and optimise lighting, optimise air renewal according to zones, etc.;
- ◆ Medium-term structural programmes: replace conventional lighting systems with LEDs, replace old HVAC equipment motors with high-efficiency motors, invest in new "wave concept" baggage sorting technologies, etc.;

- ◆ Training and awareness-raising programmes for Group teams.

Developing our own renewable energy production capacities, mainly heat, at most Group airports

2023 saw the launch of work on a new geothermal heating network, supported by the municipalities of Dugny and Le Bourget, which will also serve Paris-Le Bourget airport.

Using market solutions to ensure that 100% of electricity consumed comes from renewable sources

10% must be supplied by a PPA (*Power Purchase Agreement*), i.e. a procurement contract managed by the producer, facilitating the development of solar power plants specifically dedicated to our needs. In Paris, Liège and Zagreb, for example, the electricity consumed has already been 100% green since 2021.

Replacing service vehicles with low-carbon, electric and/or hybrid models

In 2023, Groupe ADP continued to renew our fleet of vehicles, roll out recharging and supply infrastructure and make airside

vehicles and equipment greener. This effort, which mainly focused on France, is also replicated internationally²¹.

Trials took place in 2022 and 2023 on the energy transition of heavy vehicles, including:

- ◆ using new equipment (hybrid de-icers, hybrid fire engines, electric ambulances, etc.);
- ◆ using new fuels (biodiesel in runway sweepers and degreasers, extended use of HVO, etc.).

These new technologies are being tested before being incorporated into future procurement contracts for heavy vehicles and fuels.

²¹ TAV, AIG, Liège and Santiago de Chile, for example.

Reducing our contribution to climate change > Prevention, mitigation and opportunities

> MITIGATING OUR EXTERNAL EMISSIONS (SCOPE 3)

In addition to reducing our internal emissions (scopes 1 and 2), Groupe ADP is actively working to **mitigate external emissions (scope 3)**.

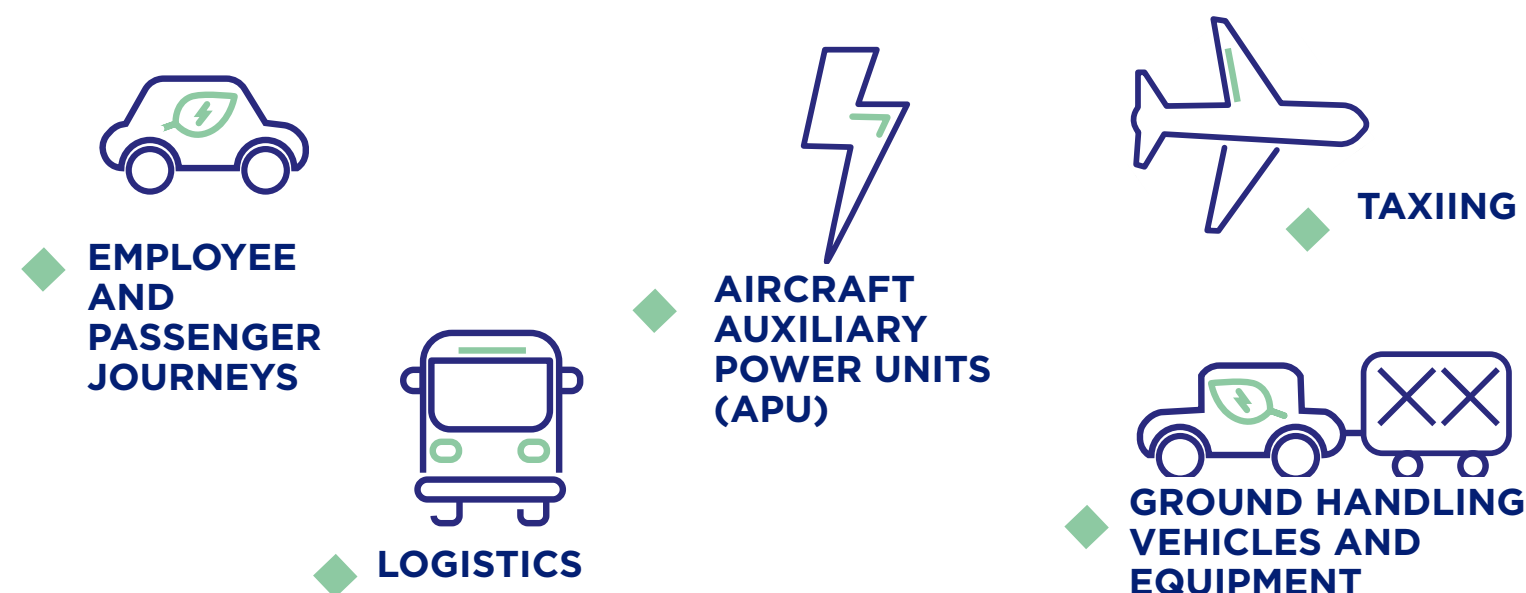
This work is being carried out in conjunction with stakeholders and in line with the ambition for our French airports to become **carbon-neutral by 2050**.

The main sources of airport scope 3 emissions are:

- ◆ aircraft auxiliary power units;
- ◆ ground handling vehicles;
- ◆ how passengers and employees get to and from the airports.

Neutral external emissions goal

GROUND OPERATIONS ON OUR SITES



ACCESS



FLIGHT OPERATIONS



2030 ORLY

GOAL ORLY NEUTRAL ON THE GROUND BY 2030

2050 ORLY, CHARLES-DE-GAULLE, LE BOURGET

GOAL A CARBON-NEUTRAL REGION BY 2050 AT CHARLES DE GAULLE, ORLY AND LE BOURGET

Reducing our contribution to climate change > Prevention, mitigation and opportunities

› TAKING STEPS FOR OUR ENERGY TRANSITION

Achieving the strategic goal of reducing greenhouse gas emissions from aviation depends in part on the ability of airports to distribute a wide range of carbon-free or low-carbon energies and/or energy carriers.

Airports have a number of assets to hand that can act as catalysts for the development of these “new energies”. They must therefore begin their transformation into “energy hubs”, capable of distributing these new energies in very large quantities and at competitive prices.

Groupe ADP is contributing to a number of initiatives to help decarbonise aviation, alongside other players in the sector’s value chain (regulators, aircraft manufacturers, airlines, energy providers, etc.). We are committed both to structuring a roadmap for the sector and to taking steps to implement the pillars of decarbonising the aviation industry, as described by the International Civil Aviation Organisation (ICAO) (see page 148 URD).

In 2023, Groupe ADP took part in:

- ◆ **developing the decarbonisation roadmap for the French aviation industry** under Article 301 of the French Climate and Resilience Act (implemented in February 2023). The aim of this work is to help achieve the objectives of the French

National Low-Carbon Strategy (SNBC). ADP was co-rapporteur for the section of the report dealing with integrating new energies for aviation at airports;

- ◆ **updating the sector’s roadmap at European level** – Destination 2050 – via ACI Europe.

In 2023, Groupe ADP continued the collaborative work initiated in 2021 with all aviation industry stakeholders and a number of energy suppliers to create and **facilitate the conditions for the emergence of a sustainable aviation fuel (SAF) production sector in France**, including:

- ◆ a strategy to support the emergence of SAFs. As an upstream investor in the SAF value chain, our positioning is about stimulating production capacities. In 2023, Groupe ADP invested in the *Sustainable Flight Fund* launched by United Airline Venture, aimed at financing key technological building blocks for the development of SAFs;
- ◆ a role representing European airports, on behalf of ACI Europe, at the European Union’s Renewable and Low-Carbon Fuels

Value Chain Industrial Alliance (RLCF), which aims to stimulate the production and supply of renewable, low-carbon fuels in the aviation and maritime sectors;

- ◆ taking part in SAF working groups, led in France by the Directorate-General for Energy and Climate, focusing in particular on supporting production, supply mechanisms and traceability;
- ◆ supporting various SAF production projects as part of the CARB-AERO call for projects launched by ADEME, the French Environmental Transition Agency, to encourage the emergence of production sectors. ADP has taken part in the call for expressions of interest via five consortia since 2020;
- ◆ jointly leading – by Groupe ADP and GMR Airports, alongside Airbus, Safran, Axens and TotalEnergies – a feasibility study on the development of a sustainable aviation fuel industry in India, supported by the Directorate General of the French Ministry of the Economy and Finance since 2022. Preliminary results were presented to the Indian Ministry of Civil Aviation in October 2023;

Reducing our contribution to climate change > Prevention, mitigation and opportunities

- ◆ AIG's organisation of a *collective task force* with Jordanian aviation industry stakeholders to set up a SAF sector in Jordan. Groupe ADP and the French Civil Aviation Authority (DGAC) are taking part in exchanges to share European and French experiences in this area;
- ◆ international sharing initiatives. In November 2023, Groupe ADP took part in a seminar of French-speaking African civil aviation authorities to share our vision of the role airports have to play in the emergence of SAFs.

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

This momentum continued in 2023 with:

- ◆ Taxibot: this piece of equipment, capable of towing an aircraft (with engines off) from the stand to the runway threshold, should significantly reduce aircraft fuel consumption and CO₂ and other pollutant emissions. Taxibot trials at Paris-CDG began at the end of 2023 and are due to continue until mid-2024;
- ◆ active membership of the European Union's *Alliance for Zero-Emission*

Aviation (AZE), which aims to prepare the aviation ecosystem for the entry into service of aircraft powered by hydrogen and electricity;

- ◆ ongoing pre-feasibility studies into the structuring of a hydrogen logistics chain serving our Paris airports;
- ◆ contributing to the hazards study, led by France Hydrogène, as part of a revision of Section 4715 of the Regulations on Environmentally-Sensitive Facilities (ICPE) to create a registration requirement for hydrogen use involving one to five tonnes of storage, in collaboration with the French Directorate General for Risk Prevention (DGPR);
- ◆ forging partnerships with manufacturers in carbon-free regional and general aviation, in particular Zero Avia and Universal Hydrogen, to look at ways of integrating these aircraft at our airports;
- ◆ the *Velis Électrique Tour* in September 2023, which linked up airfields in the Paris region with a Pipistrel 100% electric leisure aircraft;
- ◆ taking part in consortia managing jointly funded R&T projects. Since 2023, Groupe ADP has been contributing to the OPS H2 project, co-financed by DGAC through the CORAC programme, which



A vehicle parked at a hydrogen charging station, Paris-Charles de Gaulle

© Gwen Le Bras for Groupe ADP

- aims to identify all the risks associated with operating hydrogen-powered aircraft and related infrastructure at airports;
- ◆ creating an alliance between Groupe ADP and six leaders in low-carbon regional aviation (Pipistrel, Universal Hydrogen, ZeroAvia, Beyond Aero, VoltAero, Daher) in June 2023 to accelerate the introduction of electric- or hydrogen-powered 2 to 100-seat aircraft at our aerodromes and at

- Paris-Le Bourget, Paris-Orly and Paris-Charles de Gaulle airports by 2030;
- ◆ working with Air Liquide to create the Hydrogen Airport, the first joint venture to support the development of hydrogen infrastructure in airports.

Reducing our contribution to climate change > Prevention, mitigation and opportunities

› SUPPORTING AIRLINES IN THEIR TRANSITION EFFORTS

The actions undertaken by Groupe ADP also aim to support airlines in reducing their CO₂ emissions:

- ◆ establishing partnerships with the manufacturers of modules for carbon-free regional and general aviation at Paris-Le Bourget Airport;
- ◆ reducing aircraft emissions when taxiing;
- ◆ contributing to the work of air traffic control services with the ultimate aim of the widespread use of a continuous descent approach at Paris-Charles de Gaulle and Paris-Orly;
- ◆ supplying electricity and air conditioning/heating when aircraft are parked to limit the use of auxiliary power units when aircraft are being prepared;
- ◆ greener ground equipment. Groupe ADP granted ground handling licences for limited services in 2021, based on criteria for greening ground handling equipment and vehicle fleets.

Groupe ADP is also helping to improve public transport services in Paris:

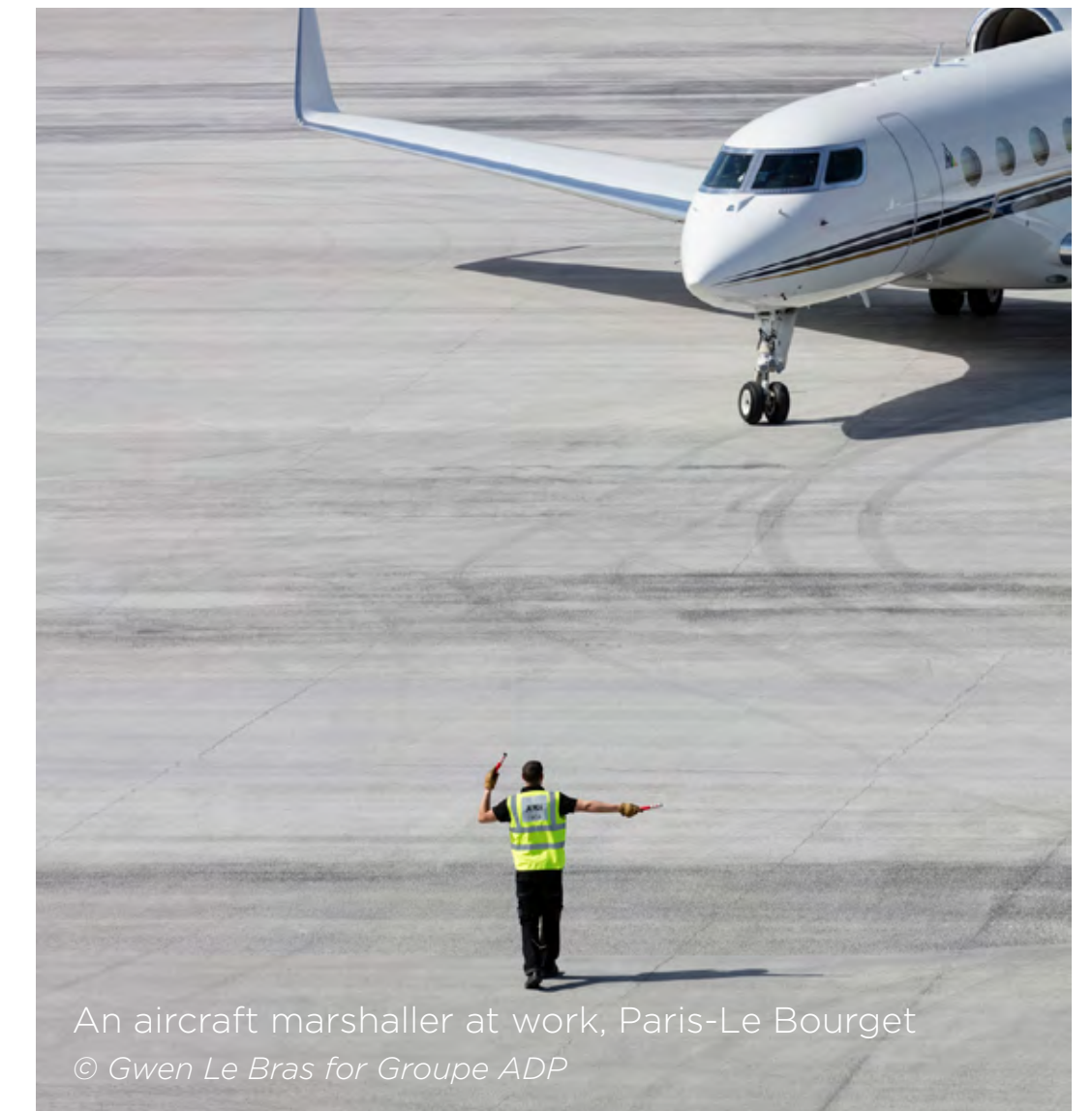
- ◆ Grand Paris Express lines, CDG Express, TER Roissy Picardie, eight new bus routes planned for 2025;
- ◆ implementing a Joint Employer Mobility Plan (PDMEC) with other companies operating at Paris airports.

Another significant albeit hard to quantify scope 3 item concerns CO₂ emissions associated with construction work. In 2023, the following actions were implemented in this area:

Developing new practices on our work sites and in our methods, including ultra-low-carbon design, wood designs or research initiatives, reuse, off-site construction and developing new practices

In 2023, new concepts were applied to the various low-carbon projects described below, as well as to the modular wooden construction of the new Emirates passenger lounge at Paris-Charles de Gaulle, and the resurfacing of Runway 1.

The latter led to a major paradigm shift for this particular market. For the first time, Aéroports de Paris SA incorporated an environmental impact management approach into a project, quantifying the environmental impact of the various technical solutions using an industry-recognised tool, SEVE. However, a number of limitations emerged in terms of standards and regulations. For example, Groupe ADP worked with the authorities (the Civil Aviation Technical Centre) on studies and discussions aimed at optimising our obligations so that they could take technological developments into account, such as recycling rates. These approaches are based on scientific and technical studies carried out by the authorities and confirmed by tests carried out on Aéroports de Paris SA sites. This approach also led to the development of new technical solutions that are unprecedented in the aviation industry, including composite/intersecting surfaces, draining and infiltrating shoulders giving aircraft load-bearing capacity and resistance to jet blast, surface instrumentation, etc.



An aircraft marshaller at work, Paris-Le Bourget
© Gwen Le Bras for Groupe ADP

Other ongoing projects using calcined clays:

- ◆ the reinforced topping floor of the boarding bridge walkway between satellites 1-7 in Terminal 1 at Paris-Charles de Gaulle, a project that incorporated 11% clay;
- ◆ the concrete framework for the geothermal power station at Paris-Charles de Gaulle, for which preliminary work is currently underway.

Reducing our contribution to climate change > Prevention, mitigation and opportunities

Introducing a “shadow price”²² internal carbon price in Paris (€60/t CO₂ from September 2019, €100/t CO₂ from January 2023)

A carbon value set by the company is incorporated into investment decisions and applied to GHG emissions generated by our projects, in order to have a positive impact on the economic indicators of projects with low CO₂ emissions.

Developing a budgeting tool for the carbon impact of investment projects

Launched in 2022 by Aéroports de Paris, this tool will first be tested at our Paris airports (2023), then extended to TAV and AIG airports (2024), before being fully rolled out in 2025. It takes into account emissions from:

- ◆ construction;
- ◆ maintenance and renovations;
- ◆ energy consumed for heating and cooling;
- ◆ electricity consumption;
- ◆ and demolition works.

This tool was used to assess CO₂ emissions on 19 projects in 2023 (building construction, outside infrastructure, car parks, interior fit outs and technical systems).

THE OLGA PROJECT

Launched in October 2021 with a total budget of €34 million, including €25 million in subsidies granted over a period of 60 months by the European Commission, the OLGA (hOListic & Green Airports) project seeks to experiment with and then replicate projects aimed at reducing the environmental impact of the aviation industry.

Led by Groupe ADP and Paris-Charles de Gaulle Airport, the OLGA consortium brings together 57 partners and third parties, including four airports, manufacturers, airlines, research bodies and public authorities.

OLGA aims to test and replicate projects designed to reduce the environmental impact of the aviation industry in a holistic way:

- ◆ decarbonising ground-based aviation operations;
- ◆ developing sustainable aviation fuels;
- ◆ decarbonising journeys to and from airports;
- ◆ improving the airport biodiversity index;
- ◆ improving the energy performance of buildings;
- ◆ improving air quality modelling;
- ◆ reducing waste, etc.

› www.olga-project.eu

²² I4CE

Reducing our contribution to climate change > Prevention, mitigation and opportunities

➤ BECOMING A CARBON-NEUTRAL REGION BY 2050

To achieve the ambition of making our airports carbon neutral, we need to reduce external emissions (scope 3), which covers emissions from:

- ◆ aircraft engines, determined according to two phases: the LTO (*landing and take-off*) cycle – approach, landing, taxiing, take-off, and climb to 3,000 feet – and the half-cruise phase (50% of emissions from an aircraft's flight phase on the whole of the outward and return journeys) or departure cruise (100% of emissions from an aircraft's flight phase on the outward journey and 0% on the return journey);
- ◆ aircraft auxiliary power units (APU), which provide on-board power when parked;
- ◆ ground handling vehicles and equipment operated by external companies;
- ◆ journeys made by all airport employees, including Aéroports de Paris employees, when commuting to and from work;
- ◆ journeys made by passengers and their companions travelling to and from the airport;
- ◆ various other sources, such as internal waste management, work site machinery, winter products and electricity sold to third parties.



An electric pushback truck
at Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP

Reducing our contribution to climate change

MONITORING SYSTEM

» PROGRESS ON OUR CARBON TRAJECTORY

Scopes 1 and 2

The scope 1 and 2 CO₂ emission trajectories of our three Paris airports attest to the beneficial **effects of investments made to increase the use of renewable energies and bolster our energy sobriety**, including geothermal energy at Paris-Orly, linking up to waste heat from the Rungis incinerator for industrial and regional environmental benefits, the biomass power plant at Paris-Charles de Gaulle and heat pumps at Paris-Le Bourget.

The actions taken by Groupe ADP to control energy consumption and reduce carbon content can mainly be found in our energy sobriety plan and in the implementation of tools linked to our ISO 50001 certification.

They produced the following results in 2023 compared with 2019²³:

- ◆ -7% electricity consumption;
- ◆ -31% heating consumption.

For the three airports, achieving carbon neutrality and net zero emissions also depends on:

- ◆ combining renewable energies: geothermal energy at Paris-Charles de Gaulle in 2026, heat pumps at Paris-Orly in 2024;
- ◆ investments in energy efficiency;
- ◆ transitioning company vehicles;
- ◆ 100% carbon-free electricity (in force since 2021);
- ◆ compensating for business trips made by ADP employees;
- ◆ innovative solutions for removing tonnes of CO₂ emissions, such as biomethane, industrial CO₂ capture, nature-based solutions, etc.

In June 2022, Groupe ADP committed to the SBTi programme, a net zero commitment by 2050 (see page 50). The construction of these targets was a major undertaking in 2023 and will be a marker of the Group's decarbonisation policy in 2024 (submission to SBTi).

²³ Adjusted for the influencing factors of the hot Unified Degree Day [UDD], cold UDD, the surface area occupied and passenger numbers.

Reducing our contribution to climate change > Monitoring system

Scope 3

Aéroports de Paris has precise in-house emission trajectories for all emission sources at our Paris airports. They are based on precise assumptions about:

- ◆ the integration of progress plans for managing GHG emissions in all major contracts under renewal;
- ◆ the voluntary commitment of our main suppliers to decarbonisation;
- ◆ defining a carbon trajectory applicable to our investment plan, accompanied by monitoring the carbon performance of investment projects;
- ◆ improvements to the intrinsic performance of aircraft technologies;
- ◆ operational improvements;
- ◆ the penetration of sustainable aviation fuels in line with the incorporation mandates announced as part of ReFuel EU and with the national roadmap for decarbonising the aviation industry;

- ◆ the penetration of liquid hydrogen technology for short and medium-haul flights;
- ◆ the roadmap for decarbonising supply chains (procuring goods and services).

These trajectories are largely based on **France's national roadmap for decarbonising the aviation industry** as published in February 2023. This roadmap feeds into the French Strategy for ENERGY and Climate (SFEC), in which Aéroports de Paris has been heavily involved in establishing a decarbonisation trajectory for aviation.

The concrete actions backed by these trajectories, as well as the actions included in the CO₂ emission reduction roadmaps for other scope 3 emission sources, are described from page 40 onwards.

The fight against climate change requires changes in infrastructure, technological breakthroughs, as well as changes in behaviour and ways of thinking.

Aéroports de Paris is strongly committed to employee training and awareness raising.

In 2023, Aéroports de Paris continued to roll out fresco murals for our teams on the topic of the climate. These educational and scientific tools help raise employee awareness of the challenges of climate change.

Reducing our contribution to climate change > Monitoring system

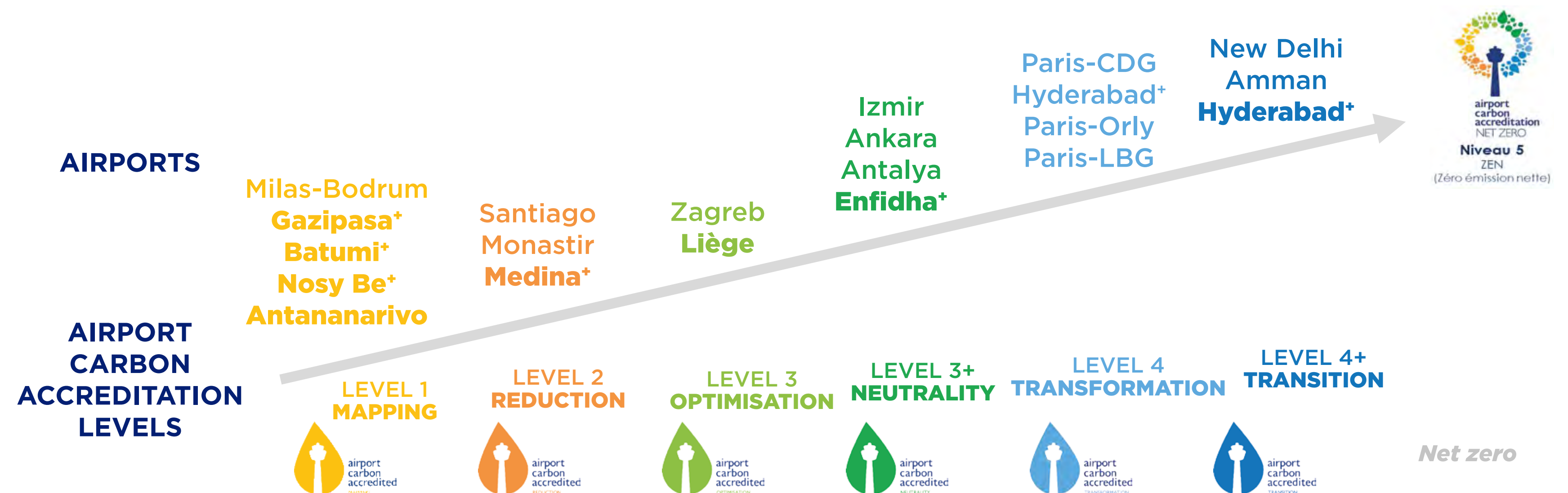
> **ACA ACCREDITATIONS**

Groupe ADP is also involved in the ACA (*Airport Carbon Accreditation*) programme, supported by the European Union and the United Nations. In 2023, 20 of our airports were ACA-accredited.

ACA accreditation is **a programme of voluntary commitments to reduce CO₂ emissions in the airport sector**. It was set up by ACI Europe and subsequently extended worldwide. It is administered by an independent third party and airports are certified by independent auditors whose skills have been confirmed in advance by the programme administrator. The programme assesses and recognises efforts undertaken by airports to reduce their greenhouse gas emissions.

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

> airportcarbonaccreditation.org



Airports with higher ACA ratings in 2023 than in 2022 are shown in bold with a + sign.

OUR EMISSIONS STATUS

Groupe ADP itemises and publishes our CO₂ emissions (scopes 1 and 2) and a very significant proportion of the CO₂ emissions of our stakeholders (scope 3).

The Group’s greenhouse gas emissions report complies with the requirements of the *GHG Protocol*.

KEY INDICATORS 2023

B
THE RATING
AÉROPORTS DE PARIS RECEIVED
FOR OUR CARBON REPORT
SUBMITTED TO CDP FOR OUR
2022 EMISSIONS.

Our carbon report is:

- the 2022 report, so that we can present data for scopes 1, 2 and 3 from the same year, as scope 3 data for our controlled airports in 2023 will not be available until May 2024;
- expressed in CO₂ equivalent, which consists of assigning a different “global warming potential” (GWP) to each gas over a defined period compared to CO₂, which is used as a standard;
- also submitted as part of our response to the CDP (*Carbon Disclosure Project*) climate questionnaire.

A more detailed carbon report and the methodology used to produce it can be found in our Universal Registration Document (see URD starting on page 283).

Key results of internal and external 2022 emissions calculations** consolidated at Group level (excluding GMR Airports)

Groupe ADP’s scope 1 emissions represent 0.6% of total emissions, underlining the need for and relevance of our commitment to supporting our stakeholders’ decarbonisation (scope 3).

	GROUPE ADP	AÉROPORTS DE PARIS (PARIS AIRPORTS)	TAV AND AIG (CONTROLLED)	SUBSIDIARIES WITH OPERATIONAL CONTROL	SUBSIDIARIES WITHOUT OPERATIONAL CONTROL
Scope 1 & 2 (in tonnes of CO ₂ equivalent) <i>NB: scope 2 figures are location-based</i>	148,394	59,948	87,734	712	*
% of total scope 1 & 2	100%	40.4%	59.1%	0.5%	*
Scope 3 (in tonnes of CO ₂ equivalent)	23,645,721	16,822,999	6,560,639	184,732	77,351
% of total scope 3	100%	71.1%	27.7%	0.8%	0.3%
Total (in tonnes of CO ₂ equivalent)	23,794,115	16,882,947	6,648,373	185,444	77,351

* The scope 1 and 2 emissions of subsidiaries without operational control are included in Groupe ADP’s scope 3 figures on a pro rata basis, in accordance with the requirements of the GHG Protocol.
** 2023 data has not yet been consolidated as of the date of publication of this report.

CONTINUOUS IMPROVEMENT APPROACH

In 2022, Aéroports de Paris began the process of SBTi net zero certification for our climate commitments (see page 34) at our Paris airports. The definition of these targets, and their underlying trajectories, is based on actions undertaken to reduce the carbon emissions of both Aéroports de Paris and our stakeholders by 2030.

› AIRCRAFT PARKING AND TAXIING

Integrating the H2 chain at our airports

From 2024, Groupe ADP will play an active role in the ALRIGH2T project, jointly funded by the European Commission as part of the Horizon Europe call for projects.

ALRIGH2T aims to offer demonstration solutions for integrating two cutting-edge aircraft at European airports, including Paris-Orly and Paris-Le Bourget, specifically by testing the *refuelling* stage when using hydrogen.

Electrical and air conditioning equipment

Our challenges

The climate (and air quality) impact of using aircraft auxiliary power units in the absence of alternatives.

Our improvement plans

- ◆ 100% of aircraft contact stands are already equipped with 400Hz power sockets at Paris-Charles de Gaulle and Paris-Orly to supply electricity to parked aircraft.
- ◆ Continue to roll out 50Hz power sockets for remote stands.
- ◆ Adopt a technical policy for rolling out high-power (250A) 50Hz power sockets for aircraft air conditioning. Ground handlers will connect mobile electric air conditioning units to them.

Our goal

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

Aircraft taxiing

Our improvement plans

- ◆ Continue to work with airlines and air traffic control services:
 - pre-departure sequencing;
 - optimising taxi times and reducing stop-and-go movements;
 - widespread use of N-1 or N-2 taxiing procedures;
 - incorporating sustainable fuels;
 - rolling out innovative technologies to develop green taxiing.
- ◆ Test the use 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 project (see page 44).

Our goal

Reduce CO₂ emissions from taxiing by 10% by 2025.

Reducing our contribution to climate change > Continuous improvement approach

Ground support equipment (GSE)

Our challenges

Increasing reductions in CO₂ and other pollutant emissions already achieved by electrifying some ground support equipment.

Our goals

75% decarbonised equipment for limited services by 2025 at Paris-Charles de Gaulle and Paris-Orly airports: passenger stairs, baggage tractors, baggage reclaim, loaders and pushers. This target is set to rise to 90% by 2030, putting Paris-Charles de Gaulle and Paris-Orly among the most advanced European airports in this area.

Our improvement plans

The positive results of the trial of hybrid de-icers at Paris-Charles de Gaulle led to a decision to acquire 17 hybrid de-icers and to install charging stations as close as possible to the de-icing bays for winter 2023/2024.

Biodiesel trials (B100 and HVO) have shown that both solutions are technically and environmentally sustainable. In the short term, logistical constraints (limited number of supply flows) and the physico-chemical characteristics of B100 (bacterial proliferation and filtration problems following prolonged storage, which can lead to condensation) mean that we have opted to use HVO, provided we receive adequate guarantees as to the origin and durability of the used oils being used.

Airport connectivity

Our challenges

Offering every passenger the opportunity to choose the mode of transport with the lowest environmental impact, whatever their destination, by creating integrated multimodal hubs, the new central feature of airports, thanks to:

- ◆ denser and more compact infrastructure;
- ◆ better connectivity with the surrounding regions to maximise mutual benefits;
- ◆ congestion management on the roads.

Our improvement plans

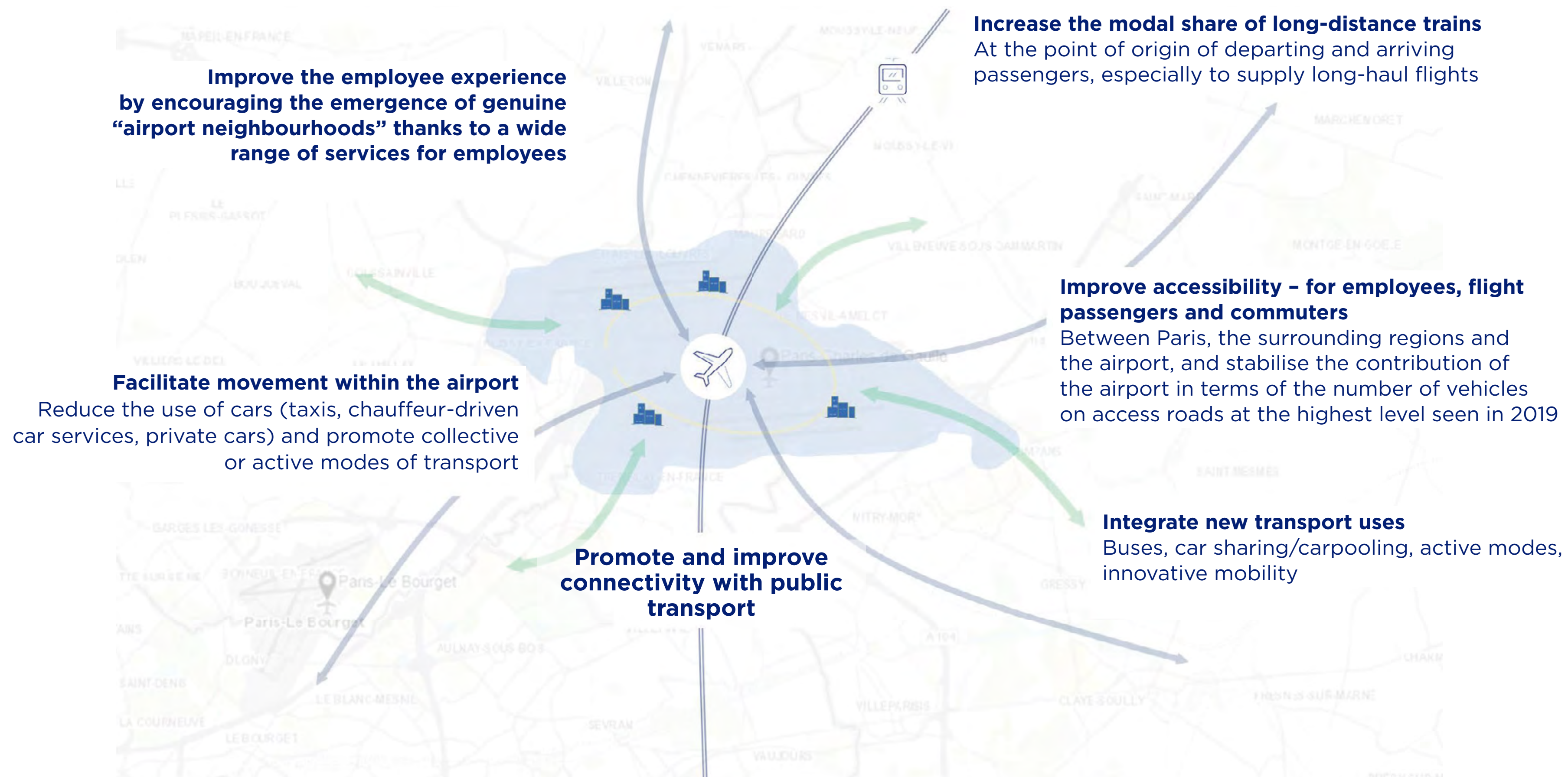
- ◆ Develop intermodality for long-distance transport with a target of an additional 50% of passengers at Paris-Charles de Gaulle and 100% at Paris-Orly using rail-to-air connections by 2025 compared to 2019.
- ◆ Ensure connectivity for daily journeys: eight new public transport routes will be commissioned or under construction by 2025 to serve Paris airports with extended service hours:

- opening of the Paris-Orly multimodal hub in 2024, served by Line 14 of the Grand Paris Express;
- new travel options to complete this offer at Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget before the end of the decade, including lines 17 and 18 of the Grand Paris Express, CDG Express, high frequency buses in Val-d'Oise and Seine-et-Marne, TER Roissy Picardie, etc.
- ◆ Review the role of the car at our airports and further encourage sustainable mobility:
 - active modes (cycling plan at Paris-Orly and Paris-Charles de Gaulle in particular);
 - electric mobility for employees;
 - carpooling, with the rollout of a new car pooling service (Karos) shared by our Paris airports in 2021.
- ◆ Further extend remote working opportunities and encourage people to avoid using private cars as part of our Joint Employer Mobility Plan (PDMEC).

Reducing our contribution to climate change > Continuous improvement approach

BECOMING A PIONEER OF MULTIMODALITY

A new relationship with the airport region at Paris-Charles de Gaulle



Reducing our contribution to climate change > Continuous improvement approach

› IMPLEMENTING A CARBON BUDGET FOR INVESTMENT AND PROCUREMENT PROJECTS

Carbon budgeting was first trialled in our Paris airports in 2023 (see page 44). In 2024, Groupe ADP will 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 created a method for controlling and reducing emissions based on a multi-step approach (see pages 65 and 86):

1. Identify suppliers (top 100) and markets with the highest CO₂ emissions;
2. Begin constructive dialogue with a view to decarbonising their services;
3. Simultaneously implement a “carbon criterion” in contracts with a significant or critical impact;
4. Strengthen the CSR weighting so that it carries more weight when ranking our service providers’ applications.

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

5. Quantify impacts at the smallest possible scale;
6. Analyse levers and projection of potential gains;
7. Set CO₂ targets on a market-by-market or project-by-project basis, incorporating them into our contractual clauses.

› RAISING AWARENESS OF CLIMATE CHANGE

Groupe ADP has set a target of making **100% of Aéroports de Paris’ permanent employees aware of the Climate Fresco by the end of 2025**. This rollout to more than 5,000 employees will continue over the next two years.

KEY INDICATOR 2023

1,400

**EMPLOYEES
(OVER 25% OF THE WORKFORCE
AS OF 31/12/2023) MADE AWARE
OF THE CLIMATE FRESCO
SINCE 2021.**



Helping to preserve clean air

The 23 airports that have signed the “Airports for Trust” Charter have agreed to measure and monitor air quality in order to protect the health of local residents. The actions undertaken by Groupe ADP to limit CO₂ emissions are also helping to reduce pollutant emissions.

RISK DESCRIPTION

Air quality in an economic area like Paris has complex dimensions and dynamics, and air traffic is one source.

According to the World Health Organization, global air pollution is the main environmental risk to human health. Exposure to outdoor air pollution leads to the deaths of around 4.2 million people worldwide every year, according to the French Ministry of Health.

The risks associated with air pollution are therefore physical (human health) and economic (financial impact of air quality, such as health costs, loss of productivity, etc.).

For Groupe ADP, we understand emissions of pollutants at airports contribute to the deterioration of local air quality. This deterioration increases the risk of pollution peaks, leading to additional health risks for local residents and operational restrictions for airports.

PREVENTION AND MITIGATION

Groupe ADP is deploying an ambitious policy designed to reduce emissions of atmospheric pollutants linked to our operations and facilities, particularly our energy production units and associated road transport.

The policy is based on three main areas of work: **monitoring, communicating and reducing emissions.**

› ACTIONS TAKEN BY GROUPE ADP

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.

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Contributing to reducing the increasing 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 (the air quality observatory in Paris), specifying actions to be taken to limit pollution. Some actions, and in particular DGAC’s national action plan in the event of prolonged peaks, may lead to operational restrictions.

At our Paris airports, Aéroports de Paris has set out **an internal procedure for managing peaks in air pollution**, which specifies the actions to be taken by all entities that can act to limit emissions during such peaks.

Helping to preserve clean air > Prevention and mitigation

It is based on raising awareness – informing Aéroports de Paris employees, the aviation community and everyone visiting our airports – and includes actions to reduce emissions, for example:

IN THE EVENT OF AN INFORMATION/ RECOMMENDATION PROCEDURE	IN THE EVENT OF AN ALERT
<ul style="list-style-type: none">◆ Adapting the setpoint temperature in certain areas of our airports at certain times;◆ Reducing operations of fixed facilities whose emissions are contributing to the pollution peak;◆ Implementing the specific requirements set out in our environmentally-sensitive facilities²⁴ operating permit.	<ul style="list-style-type: none">◆ Postponing maintenance work and certain operations that emit particles, nitrogen oxides or VOCs (volatile organic compounds);◆ Reduced use of generators;◆ Reduced use of solvents;◆ Reminding external stakeholders of best practices in the event of a pollution peak;◆ Postponing or reducing activity on dust-generating sites and applying compensatory measures as much as possible, without jeopardising aviation safety and in compliance with contractual provisions.

Beyond the measures taken by Aéroports de Paris, the French Civil Aviation Authority (DGAC) is sending out information to remind people about:

- ◆ bans on engine testing;
- ◆ compliance with APU operating time limits;
- ◆ the ban on training circuits at general aviation aerodromes, with the exception of those carried out as part of foundation training provided by a declared, approved or certified organisation, with an instructor on board or supervising.

Groupe ADP is also working to **reduce air pollution at all our international airports**.

In Zagreb, an air quality management plan has been introduced to cover the main sources of pollution: aircraft, ground handling vehicles, the airport’s main access roads and energy production plants.

Elsewhere in the world, our airports in Liège and Amman both have quality measurement stations, where regular, even continuous measurements are taken and made public.

²⁴ Environmentally-Sensitive Facilities (ICPE).

Helping to preserve clean air

MONITORING SYSTEM

Groupe ADP is deploying an ambitious policy designed to reduce emissions of atmospheric pollutants linked to our operations and facilities, particularly our energy production units. The policy is based on three main areas of work: monitoring, communicating and reducing emissions.

In France, **Aéroports de Paris monitors air quality**. Approved by the French accreditation body COFRAC, our laboratory operates five air quality measurement stations at Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget airports.

These stations continuously measure concentrations of nitrogen oxides, particulate matter and ultrafine particles. They provide an annual inventory of emissions from airport sources, such as aircraft, thermal power stations and associated road transport. The reports are available online.

In line with its environmental permit and thanks to the installation of a continuous air quality measurement station, **Zagreb Airport is observing and measuring various pollutants**. The results are published online (in Croatian).

Since 2012, **Liège Airport has been constantly monitoring ambient air quality** (fine particles and nitrogen oxides) *via* a measuring station located next to the runway and managed by the *Institut Scientifique de Service Public* (ISSEP). The results of readings from this station are studied to ensure that the airport's operations and those of its partners have little impact on air quality.

In partnership with ISSEP, SOWAER and the Walloon Ministry of Airports, four stations were installed in February 2023 on either side of the runway to measure hydrocarbon impacts. As well as fine particles and nitrogen oxides, these stations measure the concentration in the air of the main organic pollutants generated by aviation.

Liège Airport has committed to making the reports from these air quality measurement stations public.

At Amman Airport, AIG has placed air quality measurement stations around the airport. The results of this monitoring are summarised in reports sent to local authorities, such as the Jordanian Government and its environmental committee.

The quality of atmospheric emissions is also measured at source, around the chimneys of the power generation plants. The airport, which is located in a desert environment, faces a real challenge in terms of dust on and around the airport.

CONTINUOUS IMPROVEMENT APPROACH

Six air quality measurement campaigns are planned for the duration of the OLGA project (see page 44). The aim is to measure and assess concentrations of so-called “emerging” non-regulated pollutants (ultrafine particles, volatile organic compounds) over a five-year period, six months of the year and at different times of the year. The aim is to identify specific tracers linked to airport emissions.

Limiting noise pollution

Via the Groupe ADP Laboratory and in close connection with the public authorities, Groupe ADP is resolutely committed to monitoring, managing and reducing the noise footprint of our Paris airports.

RISK DESCRIPTION

Groupe ADP’s European airports face the risk of operating restrictions for noise-related environmental issues. Such measures must first:

- ◆ be justified by noise issues, identified in the noise prevention plan as not being resolvable by measures already in force; and
- ◆ be subject to an impact assessment using the so-called balanced approach²⁵.

This impact study, carried out in 2023 at Orly and due to take place in 2024 at CDG, aims to assess whether:

- ◆ new restrictions on operations at the airport concerned would make it possible to achieve the objective of reducing noise pollution previously set in response to the noise problem identified; and
- ◆ the solutions envisaged are proportionate to the economic and social consequences.

› OPERATING RESTRICTIONS IN FORCE IN THE PARIS REGION

Our Paris airports already have significant operating restrictions in place to protect local residents.

PARIS-ONLY	PARIS-CHARLES DE GAULLE	TOUSSUS-LE-NOBLE (GENERAL AVIATION AERODROME)
<ul style="list-style-type: none">◆ Total curfew (11.30pm to 6.00am) since 1968;◆ Operations capped at 250,000 annual slots since 1996.	<ul style="list-style-type: none">◆ A maximum number of flights allowed to operate in the middle of the night (12.00am to 5.00am for departures and 12.30am to 5.30am for arrivals), coupled with an obligation to return unused night slots;◆ Overall cap on noise emissions generated by aviation activity monitored by an annual weighted global measurement indicator.	<ul style="list-style-type: none">◆ A ban on aircraft that fail to meet a certain noise threshold based on the Calipso classification.

²⁵ Provided for by European Regulation of 16 April 2014 No 598/2014 on the establishment of rules and procedures with regard to the introduction of noise-related operating restrictions at Union airports.

Limiting noise pollution

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY GROUPE ADP

Risk management policies and measures

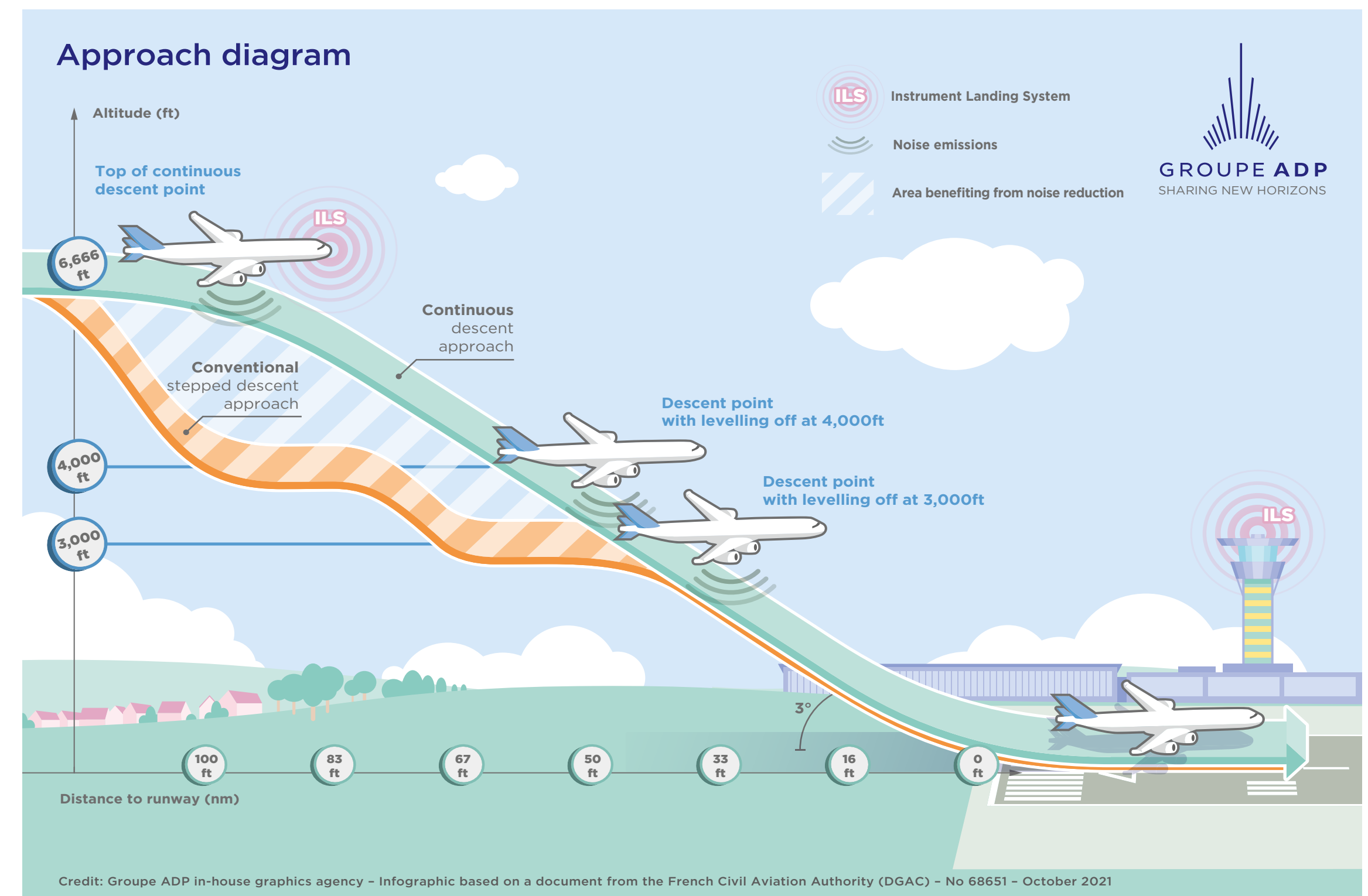
Actions taken concern each of the pillars of the balanced approach, as defined by the International Civil Aviation Organisation (ICAO) and converted into European law²⁶. The monitoring of noise abatement measures for each of the pillars and the development of new protection measures are summarised in the five-year Environmental Noise Prevention Plans (PPBE) for each airport.

- ◆ **Reducing noise at source:** implementing a pricing system that encourages the renewal of next-generation fleets that offer better acoustic performance, the incentive for which has been strongly reinforced since the 2022 pricing period.
- ◆ **Land planning and management,** which stems from the government's implementation of:
 - a Noise Exposure Plan, which stipulates that no new housing should be built in the areas most exposed to noise;

- a Noise Hindrance Plan, which defines the areas most exposed to noise where neighbours of the airport could benefit from soundproofing.

Groupe ADP manages the residential soundproofing scheme at the three main Paris airports. We are working to strengthen the scheme, improve awareness of it among eligible local residents and reduce the time taken to approve work.

- ◆ **Low-noise operational procedures:** implementing the continuous descent arrival procedures, which the French Air Navigation Services (DSNA) have set for Paris-Charles de Gaulle and Paris-Orly. In 2023, the French Government launched a public consultation on continuous westerly descents at Paris-Orly, followed in January and February 2024 by a public enquiry. For Paris-Charles de Gaulle, the government will decide what actions to take once the Paris-Orly process has been completed.



²⁶ Regulation (EU) No 598/2014 of the European Parliament.

Limiting noise pollution

MONITORING SYSTEM

Aéroports de Paris has its own laboratory, which deploys and operates **some forty permanent noise measurement stations around our Paris airports**. This system enables continuous monitoring of aircraft noise and correlates the results with flight paths and aircraft types. These measurements are submitted monthly to the Airport Pollution Control Authority (ACNUSA) and the French Civil Aviation Authority (DGAC).

To improve public information, summaries of these measurements are published on a monthly basis on the public website: www.entrevoisins.groupeadp.fr.

Developed by Groupe ADP and made available online, **Vitrail software can be used to identify overflights**. Using the Itrap tool, local residents can obtain information about a specific flight in terms of altitude and trajectories, after making a request (automatic response in less than three hours).

CONTINUOUS IMPROVEMENT APPROACH

To go even further, **a noise target has been set in the Paris-Orly Environmental Noise Prevention Plan (PPBE)**. In particular, it provides for halving the HSD health indicator for severe sleep disturbance between 2018 and 2027.

To achieve this target of reducing noise in absolute terms, in 2023, the French government gave the Prefect of Val-de-Marne the powers to **carry out a balanced approach impact assessment**.

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. Its conclusions were due to be submitted to the Minister for Transport in February 2024.

In the case of Paris-Charles de Gaulle, the draft PPBE, drawn up in 2022 with the airport's stakeholders, sets **the objective of limiting exposure to noise at night**. The plan was signed and made public in June 2023 by the authorities.

The appointment of a new authority by the government to carry out balanced approach impact assessments is also allowing work to begin at Paris-Charles de Gaulle. The Prefect of Val-d'Oise has been given the relevant powers to lead the balanced approach impact assessment launched in 2023.

A noise reduction target was due to be set in March 2024, and the impact assessment report submitted to the Minister for Transport in May 2024.

Beyond the framework of the balanced approach, **Aéroports de Paris is also working on a voluntary basis by setting up working groups at Paris-Orly on delaying the lowering of landing gears and a better framework for exemptions to the curfew**:

- ◆ reducing taxi times;
- ◆ taking off from the runway threshold;
- ◆ complying with slots, engine test procedures;
- ◆ less use of APU;
- ◆ supporting and encouraging the use of n-1/n-2 engine taxiing procedures;
- ◆ optimising pre-departure sequencing procedures, resulting in less engine use.

Limiting soil and groundwater pollution

The soil supports life and is at the centre of all natural cycles (water, carbon, oxygen, nitrogen, etc.). Preserving it is vital for nature, human health and, consequently, economic activity. Groupe ADP has been committed to preserving the soil, subsoil and groundwater for many years now.

RISK DESCRIPTION

Groupe ADP airports are mainly located in the proximity of urban, industrial and fairly artificial areas. The issue of managing the environmental quality of soil is dealt with in accordance with current regulations.

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

- ◆ storing and distributing jet fuel, which is not directly carried out by Groupe ADP;
- ◆ various industrial activities taking place at facilities classified as environmentally-sensitive, located in specific areas of our airports.



© Gwen Le Bras for Groupe ADP

In the event of an incident or failure to comply with the safety regulations, spills may occur on a one-off or widespread basis. There is a risk of soil and groundwater

pollution that could spread to places such as protected natural environments or drinking water sources. Incident prevention, monitoring and remediation systems are in place to prevent any risk.

Limiting soil and groundwater pollution

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Risk management policies and measures

Since 2012, Aéroports de Paris has had **an internal soil pollution prevention policy and procedure** and has called on specialist firms approved by the French Ministry of Ecology to support us in our remediation and prevention efforts.

These steps and this level of organisation are necessary, in particular, to ensure the operations of environmentally-sensitive facilities (ICPE) at our airports are compliant, whether they are operated by Aéroports de Paris or third-party tenants.

These documents, updated in 2022 on the basis of feedback from our Paris airports, will ensure that skills are maintained and

that prevention and response mechanisms are in place in the event of an incident causing soil or groundwater pollution.

These procedural elements are set out in more detail 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.

This procedure is based on the regulations in force and on:

- ◆ the French National Methodology for Polluted Sites and Soils, with which Aéroports de Paris complies, including on a voluntary basis in cases not strictly covered by the regulations;
- ◆ the skills specifically acquired by our in-house laboratory.

It includes **voluntary prevention methods** to prevent any polluting impact, in particular:

- ◆ internal management of chemical products: using the best products available and those that are least polluting or most respectful of human health. This includes applying the principles of substituting and minimising the use of substances of concern and the progressive phasing out of substances of very high concern;
- ◆ the introduction of specific clauses on soil and groundwater monitoring in tenancy contracts, which affects the entire value chain of the Group's operations;
- ◆ systematically carrying out contaminated sites and soil assessments before and after projects/tenancies, construction, development, renovations, etc.

Within the framework of ISO 14001 Standard, pollution risks are regularly assessed as part of environmental analyses.

GROUPE ADP FIGHTS CHEMICAL POLLUTION

In charge of technical and regulatory monitoring, the Aéroports de Paris Laboratory and the environmental management systems at our Paris airports work to identify the most critical substances in our processes, and in some of those used by our stakeholders, to find more effective means of substitution or treatment.

Since 2022, the Aéroports de Paris 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. Although Groupe ADP's Paris airports have not purchased fire-fighting foams containing PFAS for several years now (even before a regulatory ban), the multifaceted and extensive use of these substances in the industry calls for vigilance in all parts of the company and challenges our search for effective substitutes that respect the environment and human health while, at the same time, offering technical performance in products that sometimes affect the safety of property and people and airport security.

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 other than fire-fighting foams, products and users) was initiated. Regular discussions with the authorities and dedicated working groups (DGAC, BRGM, UAF, ACI Europe, etc.) ensure the smooth running of this initiative and help to share the knowledge acquired by Aéroports de Paris within the profession.

› ACTIONS TAKEN AT INTERNATIONAL AIRPORTS

Risk management policies and measures

Different kinds of methodologies, adapted to local legal and natural contexts, are deployed internationally.

In Croatia, Zagreb Airport is located in an area of high groundwater sensitivity due to the proximity of groundwater used to supply the city's drinking water. A culture of pollution control has therefore rapidly developed, notably as a result of the airport's ISO 14001 certification, leading to the introduction of dedicated tools.

In Madagascar, significant investments have been made by Ravinala Airports to build new treatment plants for water discharged into the natural environment and to install hydrocarbon separators in the water collection networks.

In Belgium, Liège Airport is working to maximise the recovery and storage of rainwater for its various buildings in order to preserve groundwater resources. Rainwater is then used for sanitary and cleaning purposes to reduce drinking water consumption. As far as possible,

Liège Airport favours the use of products that are not harmful to the environment when managing and maintaining airport infrastructure.

To ensure they can operate smoothly and meet international air safety regulatory obligations, our airports are equipped with **internal procedures for preventing and reacting to any airside polluting spills**.

Groupe ADP's airports therefore have their own procedures, depending on the nature of their traffic and layout. These procedures allow **a high level of responsiveness in the event of an accidental spill** so that the risks of fire/explosion, the impact on workers and spills into the natural environment via rainwater networks are greatly reduced, even eliminated, where hydrocarbon separators and retention basins are installed.

Limiting soil and groundwater pollution

MONITORING SYSTEM

Alongside the procedures for managing soil pollution set out in the French National Methodology for Polluted Sites and Soils (see page 74), **a groundwater monitoring network** has been set up at Aéroports de Paris airports. It is constantly evolving technologically to prevent, monitor, detect and react to any polluting events.

Groundwater monitoring at Aéroports de Paris airports is governed by our obligations to measure and publish data shared with the water authorities.

Aéroports de Paris has also adopted databases and mapping tools to geolocate the results of this monitoring, enabling a better understanding of the risks and constant adaptation of the monitoring and prevention networks.

In Zagreb, the airport's ISO 14001 certification has led to the introduction of the following measures:

- an accidental pollution response plan and the rollout of containment systems under storage facilities for polluting products (new and waste);

- the development of mechanical and not exclusively chemical de-icing operations;
- use of biodegradable products;
- an annual soil quality monitoring programme.

In Madagascar, Ravinala is monitoring the quality of water and soil in and around the airport, following various works carried out in recent years.

Liège Airport is committed to working continuously with its partners to find solutions that minimise the negative impact of their operations on groundwater and surface water. An innovative solution is being implemented to prevent residue from aircraft de-icing, maintenance and cleaning operations from ending up in waterways near the airport.

CONTINUOUS IMPROVEMENT APPROACH

The aforementioned measures have all highlighted and strengthened the retention and monitoring systems at the facilities deemed to be most at risk of pollution at our Paris airports, namely:

- ◆ storing motor fuels (third-party service stations);
- ◆ third-party dry-cleaning facilities;
- ◆ third-party cleaning and surfacing workshops;
- ◆ third-party hazardous materials transport networks (jet fuel/oil networks).

Jet fuel storage and distribution is handled by external companies that maintain and operate the tanks and oil network themselves, and ensure that they are monitored and compliant.

Their storage facilities are subject to legislation governing environmentally-sensitive facilities (ICPE). As such, they are regularly audited for quality and compliance by the Regional and Interdepartmental Directorate for the Environment, Planning and Transport (DRIEAT).

Groupe ADP communicates regularly with the third-party companies concerned

to monitor any changes in their activities and the classification of their facilities (letters, taking part in site monitoring committees, etc.).

All the facilities involved in transporting hazardous materials comply with the requirements of the internal prevention and mitigation procedures mentioned above. Fire-fighting facilities will also be added to this list to cover PFAS²⁷ risks.

The Aéroports de Paris Laboratory, the information systems and site management teams are developing 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, made available online in 2022, is now operational and, when completed in 2024, will provide an effective database for researching historical pollutants and understanding the soil and groundwater beneath our Paris airports.

²⁷ Interdepartmental decree no 2020-12/DCSE/BPE/E of 17/09/2020 (CDG) and no 2021 PREF DCPAT BUPPE 282 of 28/12/2021 (Only)

Preserving biodiversity

In order to reduce our impact by accepting our dependence on biodiversity, we began making strategic commitments in 2022 with the “2025 Pioneers for Trust” CSR roadmap, as well as the “[act4nature international](#)” and “[companies committed to nature](#)” programmes. We stepped up our actions in 2023 by incorporating the conclusions of the Impacts and Dependencies study into these commitments. In 2024, we will be increasing the resources dedicated to biodiversity.

RISK DESCRIPTION

Groupe ADP’s responsibility and challenges in contributing to activities that harm biodiversity can be identified throughout our 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 (animal diseases that become transmissible to humans) and difficulties in implementing airport development projects due to land artificialisation.

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

- ◆ the dependence of our operations on ecosystem services provided by nature;
- ◆ the impact of the Group’s operations.

We have taken into account the **five main pressure points established by the IPBES** (Intergovernmental Panel on Biodiversity and Ecosystem Services):

- ◆ climate change;
- ◆ changing land usage;
- ◆ pollution;

- ◆ over-exploitation of resources and poaching;
- ◆ invasive species.

In 2022-2023, Groupe ADP carried out a study based on our Paris airports to determine:

- ◆ **major impact factors:**
 - land artificialisation and global land coverage in a variety of ecosystems;
 - habitat fragmentation and the impact of green space management practices;
 - pressures on resources;
 - environmental pollution;
 - climate change.
- ◆ **major dependence on nature:**
 - major dependence on the availability of abundant, high quality drinking water;
 - moderate dependence on “climate regulation”;
 - low dependence on the availability of plant fibres for now, but this will require increasing vigilance in terms of sustainable development and construction policies, particularly for wood and insulation materials.

This study facilitated an initial assessment, ranking the impact of half-cruise phases and retail sales in airport terminals as the two activities with the greatest impact on biodiversity.

Trafficking of protected species and bushmeat

Wildlife trafficking is one of the four most lucrative criminal activities carried out by international criminal gangs. It is also one of the main threats to biodiversity and a major public health risk.

With increasing contact between wild animals, livestock and humans, IPBES predicts more frequent pandemics that will spread more rapidly and cause more damage to the global economy than the COVID-19 pandemic. As destinations and transit points for many international flights, airports represent a significant risk of importing zoonotic diseases, especially via flights from Africa and Asia.

Preserving biodiversity

France has been identified as a central country in this trafficking. A large number of animals and plants pass through our Paris airports. To a lesser extent, France has also been identified as the source of certain specimens, such as European eels.

Groupe ADP, like other stakeholders in the aviation industry, therefore faces significant media exposure on the subject of trafficking protected species.

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

Sustainable construction and development

Groupe ADP is responsible for development of land at the airports we operate, such as in France. Land-use planning and organisation are directly responsible for the pressures of soil artificialisation and sealing, and for habitat fragmentation.

To limit these effects, in 2022 the Group made a commitment, as part of our “2025 Pioneers” strategic plan, to **set aside 25-30% of the land at Paris airports for biodiversity and improve the biodiversity indexes of all Group airports by 2030**. What’s more, our development policies now take into account the ecological continuities set out in the Île-de-France Region’s framework documents.

To ensure that these elements are included in construction projects and that the necessary studies are carried out to make these commitments a reality, our investment processes were strengthened in 2023 by the addition of an “environmental checklist”.

Finally, in order to combat soil sealing and reduce water stress in the areas where our Paris airports are located, **a net zero soil sealing policy was launched in 2023** on projects capable of managing their rainwater run-off.

This policy will be supplemented in 2024 by a **second phase to determine the principles for applying this Net Zero Imperviousness ambition on projects**:

- ◆ requiring rainwater treatment before discharge, particularly airside areas;
- ◆ located on land where infiltration is not possible due to external constraints (permeability of the soil, pollution risks, neighbouring subsoil, etc.).

Pollution prevention policy

For many years now, Groupe ADP has been committed to combating pollution at our French and international airports. Rolling out wastewater and rainwater collection and treatment systems on all our sites is a priority.

However, water pollution is not the only polluting discharge that needs to be considered at airports. Ending the use of phytosanitary products for the upkeep of green spaces, particularly airside ones, is also a priority in the fight against pollution, as set out in our “2025 Pioneers” strategic plan. Paris-Orly has operated “phyto-free” since 2015, while Paris-Charles de Gaulle achieved “phyto-free” status for the first time in 2023.

Uncontrolled or accidental discharge of pollutants into the ground can also be a major source of pollution.

When waste collection and management systems are not properly developed, waste can end up in nature. Groupe ADP undertakes to collect and treat all such waste in accordance with local regulations and not to allow waste from our operations to spread or be discharged directly into the environment (see page 76 onwards).

Preserving biodiversity > Risk description

Environmentally-friendly operations

Groupe ADP does not directly exploit natural resources in the industrial sense. However, our business activities and airport operations have a direct and indirect impact on them respectively, particularly in terms of procurement.

On the other hand, **airports can be real reservoirs of biodiversity**, especially when they are managed in a “zero-phytosanitary” way, or when attempts are made in that direction.

Fully aware of the rich diversity of the ecosystems and species present at our airports, Groupe ADP is working to preserve this balance by improving our knowledge of:

- ◆ the flora and fauna present;
- ◆ proportionate animal risk management;
- ◆ protecting wildlife that does not pose a threat to air safety.

The Group’s new “2025 Pioneers” strategic plan aims to:

- ◆ set aside 25% of land for biodiversity at Paris-CDG and 30% at Paris-Orly and Paris-Le Bourget;

- ◆ provide signatories of the “Airports for Trust” Charter with a trajectory to improve their biodiversity index by 2030 (compared to 2020);
- ◆ implement a low-carbon construction policy and environmental governance of projects.

In addition, the Group is committed to:

- ◆ contributing to the aviation industry’s efforts to set an example in environmental terms, particularly in the fight against trafficking protected species;
- ◆ being a preferred partner to the regions and scientific and associative stakeholders with regard to the preservation and awareness of biodiversity;
- ◆ achieving phytosanitary-free status for all signatories to the “Airports for Trust” Charter by 2030.

These commitments are rooted in:

- ◆ compliance with the regulatory requirements, in particular France’s water laws;
- ◆ reducing dependence on abundant, high-quality water resources;

- ◆ potentially polluting activities carried out at our airports and our policy on preventing site and soil pollution;
- ◆ constantly adapting and rigorously managing rainwater and wastewater collection, management and treatment systems;
- ◆ the need to reduce land artificialisation, particularly with a view to reducing the impact of development projects on biodiversity;
- ◆ meeting biodiversity targets, including space reserved for biodiversity and improving the biodiversity index of our airports.



© Gwen Le Bras for Groupe ADP

Preserving biodiversity > Risk description

Trafficking protected species and bushmeat

Aéroports de Paris has always been involved in the fight against this type of trafficking, working alongside the relevant government departments, particularly the customs authorities. However, to lend greater impact to our actions, it has been necessary to **structure and deploy them on both a national and international scale**. Through our new environmental policy, Groupe ADP aims to give a clearer path, an international scope and greater visibility to our environmental actions.

In partnership with Air France, Aéroports de Paris launched **a Paris working group several years ago, bringing together all the stakeholders wishing to take part in the fight against this trafficking**, including SIVEP, Group Europe Handling, TLF Overseas, Chronopost, French Customs, IUCN, WWF, Air France and Groupe ADP. This has resulted in awareness campaigns and support for grassroots projects.

In 2022, the Group set up an internal working group within Aéroports de Paris to improve interdepartmental information, training and coordination of actions at our Paris-Orly and Paris-Le Bourget airports. **Aéroports de Paris**

has also continued working closely with leading institutions (IUCN) and public authorities (Customs, Police), in order to establish new ways of improving the fight against trafficking protected species in the short and medium term.

Groupe ADP is committed to **the “logistics and transport against the illegal wildlife trade” initiative** led by the WWF to:

- ◆ Reduce the risk of illegal wildlife trade taking advantage of global trade links;
- ◆ Make this activity more difficult to carry out and more costly for the criminal networks that organise it.

These initiatives and discussions have fed into the Group’s multi-year action plan, which is broken down into five main areas of work:

- ◆ Reinforce training initiatives for Aéroports de Paris staff and our stakeholders;
- ◆ Strengthen our commitment to initiatives designed to combat trafficking of protected species and our links with associations and the scientific community;
- ◆ Optimise our internal processes and help to improve inter-organisational operating methods;

- ◆ Improve the production, reliability and dissemination of data between organisations;
- ◆ Identify and make the investments needed to improve prevention and process cases after seizure.

This action plan is already being implemented and will be stepped up in 2024.

Finally, by relaunching initiatives among the various stakeholders mentioned above in 2022, we have been able to take the first steps in our 2023 action plan, including:

- ◆ a communication campaign at our Paris airports to raise awareness among passengers in boarding lounges during peak summer departures and, in particular, those travelling to so-called “high-risk” destinations (Africa and Asia), coordinated with posters put up by Air France in airports offering flights to African destinations;
- ◆ training and awareness-raising initiatives for Aéroports de Paris management committees and employees;
- ◆ an awareness campaign for all those involved in cargo at Paris-Charles de Gaulle Airport, carried out jointly with WWF in January 2023;

- ◆ a visit by Bérangère Couillard, then Secretary of State for Ecology, accompanied by members of the French parliament and NGOs, to Paris-Charles de Gaulle Airport, where she announced the creation of an interdepartmental working group to coordinate the stakeholders involved, led by Customs;
- ◆ participation in the symposium organised by the International Union for Conservation of Nature (IUCN) on 28 March 2023;
- ◆ an awareness campaign on wildlife trafficking at all Groupe ADP network airports in June 2023.

At the moment, only a few specific destinations are truly affected: Madagascar as an exporter, Paris as a hub and destination, and India as both an exporter and destination.

Preserving biodiversity > Risk description

Sustainable construction and development

The “Avoid, Reduce, Compensate” sequence is all about:

- ◆ establishing measures designed to prevent environmental damage;
- ◆ reducing those that can’t be sufficiently avoided; and
- ◆ compensating, where possible, for significant effects that can’t be avoided or sufficiently reduced.

Respecting the order of this sequence is an essential and necessary condition if it is to be effective and therefore promote the integration of the environment into projects.

At Groupe ADP, we accept our responsibility and want to ensure that these measures, particularly compensatory measures, are properly implemented and monitored over time. Compliance with these measures is therefore both an operational and a regulatory issue.

In order to ensure that these commitments are monitored, a database centralises all the information relating to them, together with the evidence needed to demonstrate that they have been met.

While no longer using phytosanitary products is helping to limit the loss of biodiversity at our airports, the current state of biodiversity requires us to go further. So, in addition to the protection targets we set ourselves, this year the Group has undertaken **large-scale “renaturation” projects at Paris-Orly and Paris-Charles de Gaulle**. A number of planting sessions have taken place to restore areas of biodiversity, including several layers of shrubs, species that are adapted, nourishing and compatible with the Group’s aviation safety priorities. These sessions, which are voluntary, also raise awareness among the employees taking part.

The results of the Impacts and Dependencies study carried out in 2022-2023 on the operations and value chains of our Paris airports (see page 370 URD) can be extrapolated to all Groupe ADP airports.

Pollution prevention and biodiversity-friendly operations policy

In 2023, green space management practices continued to evolve to consolidate gains made and build on the positive developments to come. The reduction in the use of phytosanitary products is being stepped up at Paris-Charles de Gaulle, which has been phyto-free since October 2023 and should be phyto-free for a full year for the first time in 2024, and at Paris-Le Bourget, which saw a reduction of over 80% in 2021 compared with 2008 usage levels.

In October 2023, Paris-Charles de Gaulle also joined Groupe ADP’s “zero phyto airports club” for airside green spaces, the first airport of its size to achieve this result. Paris-Orly and Liège are maintaining their “zero-phyto” approach.

The animal risk management teams at our Paris airports are increasingly adopting a preventive approach, in line with the “zero-phyto” approach. They are working on integrated biodiversity management by creating synergies with maintaining our

green spaces to achieve a better ecological balance. Paris-Orly has been awarded:

- ◆ **EcoJardin** status, issued by the *EcoJardin Plante & Cité* certification committee, for the quality of green space management throughout the airport;
- ◆ **Aérobio Level 3 status**, issued by the *Aérobiodiversité Association*, for its commitment to the responsible management of flora and fauna.

Paris-Charles de Gaulle has been *Aérobiodiversité* Level 2 certified since the beginning of 2023, and has strengthened its “zero-phyto” trajectory by developing the “BiodiversIT” innovation project.



Preserving biodiversity > Risk description

On the strength of our experience in the field of phytosanitary-free management, Groupe ADP has also participated in **drafting a practical guide to “giving the keys” to phytosanitary-free management to other French airport operators**. The French Airports Association (UAF) has piloted the production of this guide, in partnership with the French Biodiversity Office (OFB).

At Groupe ADP level, work began in 2023 to raise awareness, study and implement biodiversity action plans to:

- ◆ draw up a roadmap for each site we operate, linked to local issues;
- ◆ ensure coherence through global work, managed at Group level;
- ◆ establish a medium- and long-term biodiversity strategy incorporating the five IPBES pressure points and the ecosystem services relevant to the Group’s main business activities.

As a Group, we are continuing to strengthen our teams and skills in the field of biodiversity.

The **creation of a network of biodiversity specialists in each of the Group’s** locations will make it possible, from 2024, to deploy in all the regions where Groupe ADP is present:

- ◆ local roadmaps committed to zero phytosanitary use;
- ◆ quality measures;
- ◆ actions to improve ecosystems;
- ◆ policies to limit the impact of our value chains.

Raising awareness and training

Groupe ADP has introduced the following biodiversity initiatives:

- ◆ raising awareness of the biodiversity indicators included in our strategic plan and CSR policy in June 2023 among all the environment/CSR representatives from the airports in the “Airports for Trust” network at a seminar dedicated to CSR;
- ◆ training an initial pool of employees to work on the biodiversity fresco, raising awareness among 96 employees in 2023. This fresco will continue to be developed within Aéroports de Paris based on the model of our climate fresco;
- ◆ continuing to arrange visits to observe biodiversity at our Paris airports, organised with the Aérobiodiversité Association and based on scientific observation protocols designed alongside the French Museum of Natural History (MNHN).

For certain risks, such as wildlife trafficking, Groupe ADP’s position does not allow taking direct action in the value chain. However, Groupe ADP is taking a stand on these issues by raising awareness among our suppliers and assemblers about actions they can take to combat species trafficking (see page 313 onwards URD).

Preserving biodiversity

MONITORING SYSTEM

Groupe ADP has set up a panel of internal indicators based on our strategic plan and CSR policy in relation to:

- ◆ preserving areas for biodiversity: 25% at Paris-Charles de Gaulle, 30% at Paris-Orly and Paris-Le Bourget;
- ◆ a biodiversity index to provide signatories of the “Airports for Trust” Charter with an improvement trajectory by 2030 (compared to 2020);
- ◆ setting up a documented local biodiversity strategy to provide a framework for integrating biodiversity issues into developments, with reference to the number of biodiversity projects undertaken or implemented at local level;
- ◆ developing “zero-phyto” management across all our airports;
- ◆ signing the Buckingham Convention to combat trafficking protected species.

Groupe ADP aims to work with scientists and associations on biodiversity.

Aéroports de Paris is committed to achieving *Aérobiodiversité* status for our airports (see page 68).

CONTINUOUS IMPROVEMENT APPROACH

Our approach is focused on the following topics:

- ◆ continuing to work on the direct impacts of Groupe ADP’s activities: zero phytosanitary use, land-use planning, pollution, etc.;
- ◆ extending initiatives taken locally within the Group to all airports;
- ◆ making progress on indicators while respecting local specificities (regulations, ecosystems, etc.);
- ◆ beginning work to consolidate sustainable procurement approaches with the aim of raising awareness in our supply chains and striving to find and implement solutions that have no impact on biodiversity while respecting public procurement constraints;
- ◆ implementing our various decarbonisation roadmaps (see page 34 onwards).

To that end, the following measures will be taken:

- ◆ continue to work on establishing a system of indicators to track the quality of biodiversity in a given area in order to measure the impact of the policies implemented. This work will continue to be carried out with the scientific

and local community in order to adapt to all the geographies concerned within Groupe ADP;

- ◆ continue to work on preserving areas dedicated to biodiversity at our Paris airports. This work will continue to be carried out in close and immediate connection with development projects at our Paris airports;
- ◆ continue to work with all our assets to reduce our impact on biodiversity by abandoning the use of phytosanitary products by 2025 at all our Paris airports, and by 2030 for signatories to the “Airports for Trust” Charter;
- ◆ 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 Museum of Natural History, the *Aérobiodiversité* Association and the French League for the Protection of Birds are therefore planned or scheduled;
- ◆ extend the Group’s Major Impacts and Dependencies on Nature study, carried out in 2022-2023 in France, to refine the subject across the Group’s controlled

airports (Aéroports de Paris, TAV and AIG);

- ◆ systematically incorporate biodiversity considerations into the environmental assessment criteria for investment projects, including dealing with run off caused by soil sealing, soil artificialisation, bio-sourced materials, etc.;
- ◆ continue to raise awareness of biodiversity issues among our staff and stakeholders and roll out the biodiversity fresco within Aéroports de Paris teams;
- ◆ continue to implement the multi-year action plan to combat trafficking protected species;
- ◆ strengthen relationships and joint actions with Paris-based stakeholders (Air France, IUCN, WWF, Customs, etc.), notably through the working group co-chaired by Air France and Groupe ADP, as well as the interministerial working group led by Customs.

Safeguarding water resources

Climate change raises questions about our future ability to supply water to airports. The Impacts and Dependencies on Nature study mentioned in previous sections showed that the Group's primary dependency was on an abundant supply of high-quality water. Preserving water resources and managing them sustainably are integral parts of Groupe ADP's environmental policy.

RISK DESCRIPTION

Water consumption

Water consumption is mainly related to:

- ◆ direct infrastructure development and operation activities (cleaning, maintenance, cooling, construction, etc.);
- ◆ sanitary water consumption by infrastructure occupants.

The availability of abundant, high quality water is the Group's primary dependency on nature (see page 301 onwards URD).

It is therefore crucial that airports contribute to reducing water scarcity in the areas in which they are located.

Soil sealing (water stress in natural environments and flooding)

Airport developments contribute to the sealing of the soil and reductions in the direct flow of infiltration water to groundwater.

This phenomenon contributes to increased water stress in the areas where our airports are located.

In addition, the increasing amount of water discharged into surface environments, such as rivers and lakes, increases the risk of flooding in the event of exceptional weather events, especially when the discharge rate is uncontrolled.

Discharging polluted water into the natural environment (quality pressure)

Wastewater and rainwater polluted by hydrocarbons as a result of airport operations are collected and treated both on and off site. After being treated, and only when quality criteria are met, this water is then discharged back into the natural environment. This is called surface water.

Safeguarding water resources

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

Water consumption

Reducing water stress in the regions we serve involves rationalising the use of water at Group airports. **Since 2023, Aéroports de Paris has been implementing a Water Sobriety Plan** at our Paris airports in response to the following challenges:

- ◆ reducing our water consumption;
- ◆ avoiding taking water from drinking water distribution networks by substituting it with other types, such as rainwater;
- ◆ returning water to the soil captured as a result of soil sealing;
- ◆ improving the quality of discharged water;
- ◆ raising awareness and improving the way water issues are taken into account in governance bodies, company decisions and day-to-day operations.

Reduction and avoidance efforts will reduce the amount of drinking water taken from the network and, ultimately, the amount of water released back into the natural environment. Dedicated initiatives have been in place for many years at Group airports and are continuing to develop.

At Paris-Orly, in particular, **rainwater is recycled** for some of the airport's fire-fighting systems and for cooling buildings. The installation of water-saving equipment has also become widespread, whether in terminal buildings, tertiary buildings or even on construction sites.

Aéroports de Paris does not produce, but does distribute **drinking water** at Paris airports and has a water tower and booster at Paris-Charles de Gaulle. Paris-Orly and Paris-Le Bourget are supplied by drinking water distribution points.

At Amman's Queen Alia International Airport, water is distributed by AIG via wells tapping into the water table. Reservoirs are used to store water and a treatment unit has been installed to produce drinking water. Water from the treatment and purification station is used to irrigate green spaces in order to limit water abstraction.

Given its location in the middle of the Jordanian desert, the water supply

to Queen Alia International Airport is a particularly strategic constraint for airport operations.

In order to optimise its resilience and mitigate the risks associated with climate change in particular, **AIG has embarked on a policy of opening up the airport in terms of water**. It aims to connect the airport to the national water network to guarantee supplies. In addition, a network renewal policy is in place to combat unauthorised connections to the fire-fighting network. This last point is being implemented through collaboration and autonomous supply solutions.

Combating leaks is also a priority for the Group. Our airports aim to achieve and maintain a network efficiency rate of over 80%, i.e. less than 20% of incoming volumes lost through leaks.

In Zagreb, the drinking water distribution system is monitored in real time to ensure reactivity in the event of a leak and to determine the precise ways in which water is

used at the airport, allowing efforts to be better focused on the most water-hungry uses.

At TAV Airports' Turkish airports, water is purchased from local suppliers or drawn from the water table via wells and ultraviolet treatment plants.

To preserve groundwater resources, **Liège Airport** is maximising the recovery and storage of rainwater for its various buildings. Rainwater is then used for sanitary and cleaning purposes to reduce drinking water consumption.

For Aéroports de Paris, pressure on water resources is also closely 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.

Safeguarding water resources > Prevention and mitigation

Water stress

Although not directly affected by France's net zero artificialisation (ZAN) law and its implementing decrees, Groupe ADP is aware of our responsibility in terms of water management in the areas where we operate in the Île-de-France region. To that end, the Group has committed to a trajectory of net zero soil sealing for new projects at our Paris airports.

Two main areas of work have been defined in order to achieve net zero soil sealing at airport level:

- ◆ plot-based management, which is the basic option for all projects;
- ◆ drainage basin management, which is the ultimate management method for projects that are not eligible for plot-based management due to:
 - risk of rainwater contamination with chemicals;
 - plot congestion;
 - specific subsoil risks;
 - non-compatible natural characteristics of the subsoil, in particular the permeability coefficient of the soil.

Our innovative water infiltration scheme cannot be tested or implemented without

adapting the regulatory framework governing the strict management of rainwater at our Paris airports, and particularly the relevant prefectoral decrees.

Flooding

Water management at Paris-Charles de Gaulle is subject to restrictions in terms of discharge volumes. The aim of these restrictions is to avoid overloading the downstream discharge environment (La Réneuse river) so that it does not experience flooding.

The **Renardière** dam project will allow a water retention system to be set up. Remotely controlled dynamic volume management ensures that discharge levels comply with regulatory constraints at all times and that the risk of downstream flooding due to activities at Paris-Charles de Gaulle Airport is kept under control.

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 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 larger amounts of rainwater to be treated.

Quality of water discharged into the natural environment

In addition to pollution retention and isolation basins, Aéroports de Paris has **rainwater treatment systems** at our Paris-Orly and Paris-Charles de Gaulle airports, which meet the regulatory requirements for discharging water into the natural environment imposed by a decree specific to each airport.

At Paris-Orly, a 2,000sq.m filter wetland optimises this treatment process. At Paris-Le Bourget, experiments with filtering techniques are underway.

Work to restructure the rainwater collection and treatment network has been completed at Paris-Charles de Gaulle and is underway at Paris-Orly and Paris-Le Bourget. These works include adopting rainwater master plans.

In Paris, ongoing information sharing between our laboratory and airports means we can improve each other's practices:

- ◆ limiting the use of products;
- ◆ perfecting equipment;
- ◆ new ways of operating;
- ◆ collaborative monitoring of new treatment technologies and products.

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

Aéroports de Paris is pursuing **a policy of entering into agreements with third-party tenants of our Paris airports** who discharge water into the networks managed by Aéroports de Paris. The aim is to impose a flow logic, in terms of both quality and quantity, on all airport stakeholders in line with our discharge authorisation decrees.

in Zagreb, wastewater is collected and sent to a treatment plant run by the local authority (Velika Gorica). Rainwater is collected and treated on site using a dedicated treatment station.

Safeguarding water resources

In Amman, work to extend the wastewater collection and treatment plant should eventually enable water to be reused for irrigation, in accordance with regulations.

In Madagascar, significant investments have been made in recent years to:

- ◆ build new wastewater treatment plants for discharge into the natural environment;
- ◆ install hydrocarbon separators within the water collection networks;
- ◆ carry out water and soil quality control measures in and around the airport.

MONITORING SYSTEM

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

The Aéroports de Paris Laboratory monitors the quality of rainwater discharge **in real time** to ensure they fully comply with our discharge authorisation decrees. 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 and regulations on water applicable to our Paris airports. This monitoring is also carried out in line with Groupe ADP's policy on polluted sites and soil (see page 60 onwards).

In Zagreb, all discharges are subject to operating and discharge permits issued by the relevant authorities. Discharging into rivers is governed by regulations on the quality of the water discharged, which also specify the types and frequency of measurements.

Rainwater treatment facilities at the Renardières reservoir,
Paris-Charles de Gaulle
© Zoo Studio for Groupe ADP



Safeguarding water resources

CONTINUOUS IMPROVEMENT APPROACH

Mapping of the “point zero” condition of permeable/impermeable surfaces was carried out for all Paris airports in 2022. These mappings serve to define and formalise the benchmark level in relation to the company’s ambition of net zero soil sealing at our Paris airports.

Conscious of our responsibilities regarding water resources, soil and biodiversity, the Group is committed to a policy of net zero soil sealing for all new projects, with the aim of returning infiltration water to nature. This policy will reduce pressure on water resources and improve the biodiversity index of our Paris airports. It should be established at our Paris airports in 2024.

Through our net zero soil sealing commitment, Groupe ADP aims to reconcile our economic development targets with our ambition to have zero impact on the environment.

Projects must avoid soil sealing by:

- ◆ reducing the amount of land built on and developed, new buildings, the densification of neighbourhoods, existing developments, etc.;

- ◆ reducing the amount of soil sealing that cannot be avoided by applying techniques that do not waterproof the soil, building upwards, returning water to plots, etc.;
- ◆ reducing the impact on nature, and even helping to improve the biodiversity index of airports by applying nature-based techniques, combating urban heat islands, combating the growing scarcity of water resources, etc.;
- ◆ applying off-site compensatory measures to manage any residual soil sealing impacts that cannot be managed on site. These measures are designed to treat rainwater contaminated with winter products or structures buried underground. This compensation will materialise in the form of infiltration systems set up in neighbourhoods, or even drainage basins;
- ◆ investigating the potential for long-term soil sealing reversal projects in relation to existing structures (car parks and roads).



Biodiversity and a flock of birds at the Renardières reservoir,
Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP

Moving towards a systemic and circular approach to resources

To meet the challenges of sustainable development and responsible partnerships, Groupe ADP uses all the levers at our disposal, including reducing climate impacts and resource dependency, promoting short supply chains, encouraging the circular economy, developing production of local resources, reducing waste, and giving priority to recycling, recovery and reuse.

RISK DESCRIPTION

The activities of the Group and our stakeholders generate pressure on raw materials and resources (notably in 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 cycles.

RAW MATERIAL CONSUMPTION AND PRESSURE ON RESOURCES

Aéroports de Paris' impact and dependence on non-living natural resources

Since 1970, global use of natural resources has steadily increased. The airline industry is no exception, and is actually one of the most exposed sectors, due to the many resources it requires to operate, including:

- ◆ geomaterials (sand, aggregates, etc.);
- ◆ rare earths for digital technologies, new forms of mobility and renewable energy production;
- ◆ water (see page 71);
- ◆ biodiversity (see page 64).

In 2023, the Group carried out **a detailed, quantified analysis of our dependence on natural resources under pressure**. This will help us better prioritise and manage our actions and operations at all our airports and in all our business areas.

It shows that resources used directly (water, sand, wood, insulation and aggregates) are not very critical compared with secondary resources. Even so, supplies need to be monitored more closely on a local level. Their criticality is linked to their low substitutability. For example, if wood is transported over too long a distance, its carbon footprint becomes greater than that of the materials it is being used to replace.

Secondly, certain raw materials on which ADP depends are critical and less carefully managed, particularly metals and rare earths.

Dedicated monitoring plans need to be put in place against a backdrop of increasing demand and risks to supplies concentrated in certain countries.

Particular attention should be paid to the following aspects:

- ◆ **the digital technologies** on which ADP's business operations are heavily dependent and whose components are still poorly recycled and mapped, i.e. "systems";
- ◆ **batteries and photovoltaic panels** for which European supply chains are not yet mature and that have potential negative external effects on other issues, including carbon, water and biodiversity in particular;
- ◆ **low-carbon concrete construction**, where demand is growing fast, but the technologies are not yet mature enough.

Moving towards a systemic and circular approach to resources

“Resource sheets” have been drafted for certain resources, selected according to their level of criticality. This was calculated using indicators for each of the following four criteria: **global availability, substitutability, environmental impact and social impact.**

The “resource sheets” cover four categories of resources: fossil resources (jet fuel), fresh water, biomass (wood and natural insulants), and minerals and metals (sand, light metals, superalloy metals, iron and ferrous alloys, rare earths, platinoids). In addition, there are four interdisciplinary focuses on batteries, photovoltaic panels, fuel cells and digital devices.

For example, photovoltaic panels consume critical resources, yet Groupe ADP depends on these technologies to decarbonise our energy production. Knowledge of the risks associated with each of these resources has allowed us to draw up **a Resources Action Plan** to reduce our impact and dependence on resources that are under pressure. Comprising 88 actions covering most of the resources studied, the plan allows Groupe ADP to establish

links between the three pillars of our environmental policy: climate, the circular economy and biodiversity. In fact, 73% of these 88 actions aimed at reducing our impact and dependence on resources that are under pressure overlap with our climate and biodiversity roadmaps (see chart below). As such, it is now a question of investigating whether these actions are consistent and moving in the same direction, or whether they are contradictory.

The risk highlighted here is therefore the need to reconcile sometimes contradictory issues.

For example, at Groupe ADP, we want to reduce the carbon impact of our

construction projects by using wood for façades and roofs. However, there is a risk that wood resources will be unavailable, and their level of criticality will only increase as demand rises.

Risks associated with bio-sourced alternatives

There is a risk of greater environmental impacts if the adoption of bio-sourced materials is not accompanied by a “right place, right job” material strategy. Indeed, if we take the prime example of plastics, so-called “bio-sourced” alternatives to plastics can actually prove counter-productive.

WASTE PRODUCTION: PRESSURE ON RESOURCES AND POLLUTION

Pollution risks associated with waste produced at airports

A significant proportion of our waste, excluding construction waste, is generated at airports by the Group’s stakeholders (passengers, airlines, tenants, etc.). Airport operations generate a wide variety of waste streams, some of which are subject to specific regulations, in particular food waste from aircraft.

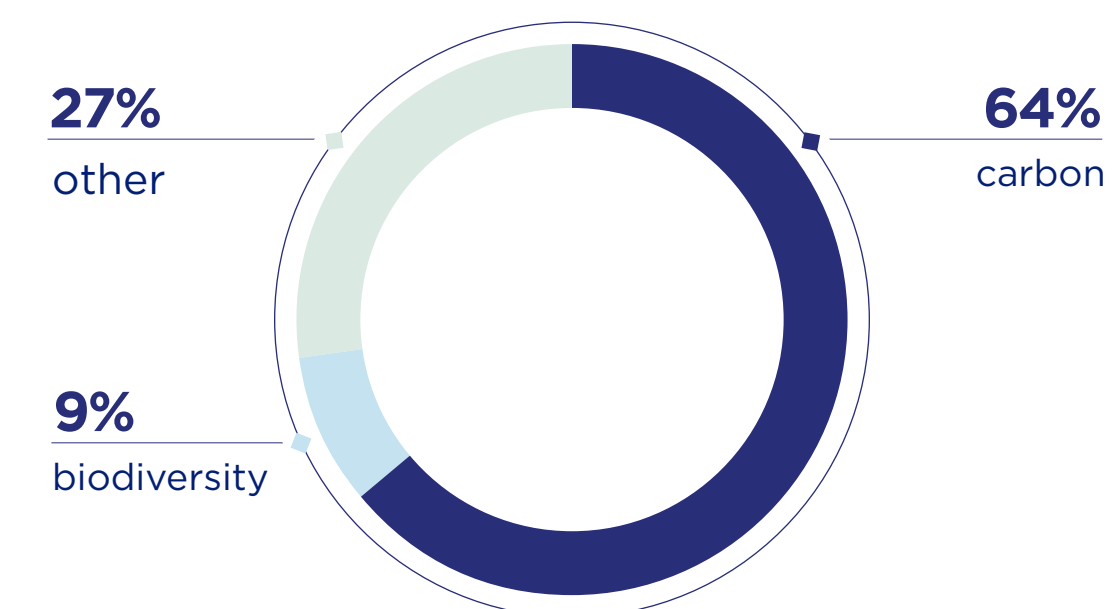
Hazardous waste²⁸, cigarette butts and plastic waste are the most likely to cause pollution.

Since 2002, so-called “category 1” waste has been considered a risk to health.

In 2002, the EU introduced legislation on animal by-products²⁹, which classified international catering waste (ICW) as biohazardous waste. Current European legislation³⁰ requires that ICW is subject to strict controls and treatment by incineration or disposal by deep burial in an authorised landfill.

This “biological risk” classification is now being called into question by the airline industry (IATA, airlines and signatories of the *“Towards Smarter Regulation of International Catering Waste (Category in Aviation)”* joint statement). Food safety is a major concern for airlines, whose meals are prepared in accordance with risk guidelines, with rigorous food hygiene controls in place, so the risks seem limited.

Actions impacting our climate and biodiversity roadmaps



²⁸ As defined in Article R541-8 of the French Environment Code.

²⁹ Regulation (EC) No 1774/2002.

³⁰ Regulation (EC) No 1069/2009.

Moving towards a systemic and circular approach to resources

PREVENTION AND MITIGATION

Risk management policies and measures

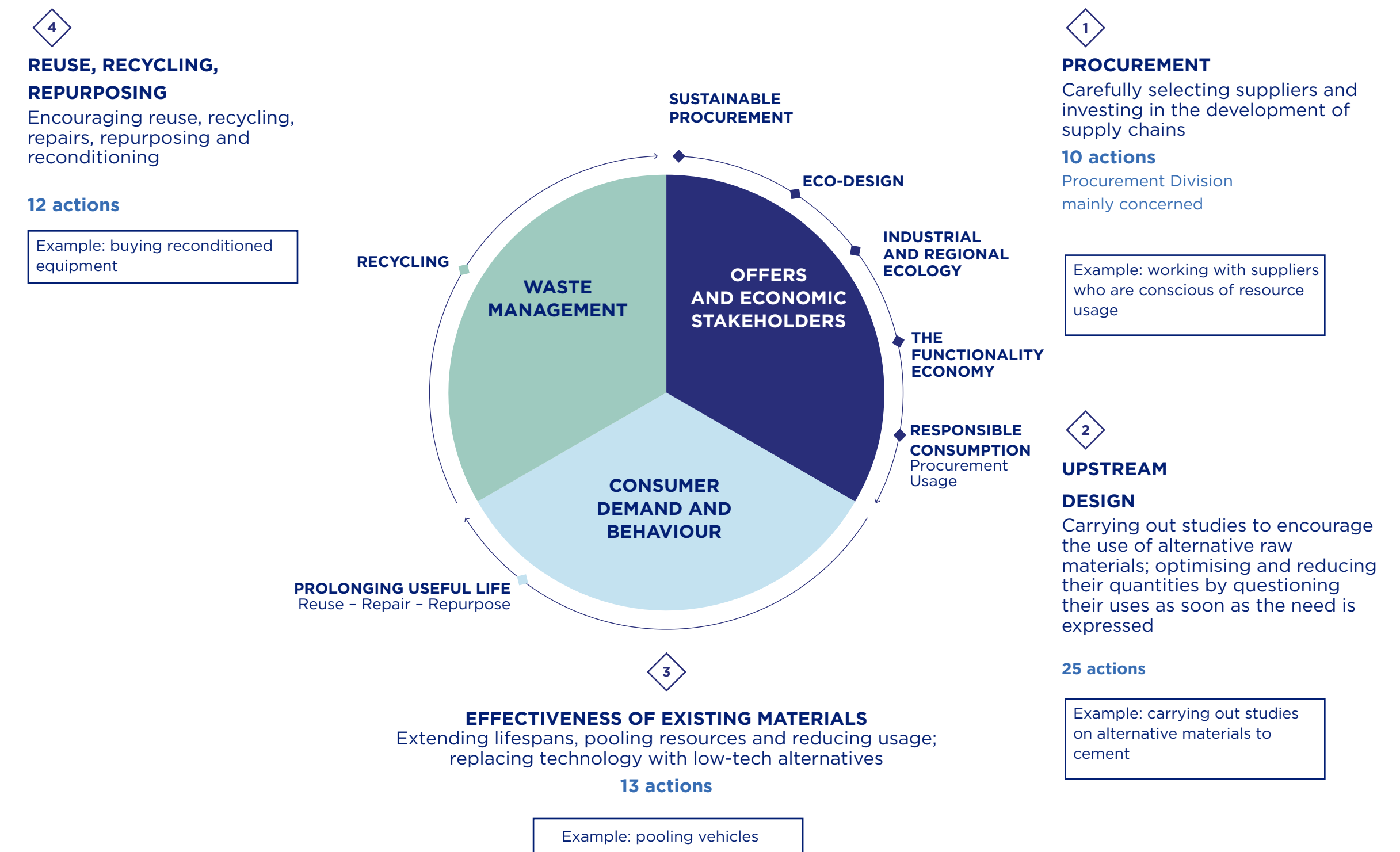
- ◆ Using and consuming renewable and non-renewable natural resources sparingly:
 - resource sheets to identify critical resources and the risks associated with the use of certain resources, and to be able to anticipate an increase in criticality (see page 79);
 - reducing waste through the circular economy.
- ◆ Developing strategies for circular and local economies:
 - reusing airport equipment via Groupe ADP's Airport Market marketplace (see page 159);
 - recovering and reusing building materials on construction projects, such as prefabricated structures;
 - using reused furniture in interior design;
 - reusing technical equipment from buildings (air conditioning units, railings, cable trays, electrical equipment, etc.).
- ◆ Maximising the amount of waste material recycled:
 - testing and implementing the best technical and technological solutions

to maximise sorting at source and downstream sorting (at the entrances to our partners' plants);

- innovating, in particular to reduce the use of plastics, improve the recovery of objects that are prohibited in the cabin and improve the sorting of bio-waste at source.

Four areas of action to cover the entire chain

The aim of these actions is to secure the entire circular economy chain in terms of procurement, substitutability, environmental, social and governance risks.



Moving towards a systemic and circular approach to resources > Prevention and mitigation

The potential actions identified in this study already constitute a starting point for the development of Groupe ADP’s next environmental policy.

RESOURCE SHEETS	INTRINSIC CRITICALITY OF THE RESOURCE	GROUPE ADP DEPENDENCIES							
		AIRPORT OPERATIONS		RETAIL		PROPERTY/ CONSTRUCTION		UTILITIES	
Light metals	◆	●	↓	◐	↘	◐	↓	◐	→
Superalloy metals	◆	●	↓	◐	↘	◐	↓	◐	↘
Iron and ferrous alloys	◆	●	↘	◐	→	◐	↘	◐	→
Rare earths	◆	●	↓	◐	→	○	→	◐	↘
Platinoids	◆	●	↘	◐	→	○	→	○	→
Sand, silica and aggregates	◆	◐	→	◐	→	◐	→	◐	→
Fresh water	◆	◐	↓	●	↓	◐	↘	◐	↘
Wood	◆	◐	↓	◐	↘	●	↓	◐	↘
Natural insulants	◆	◐	↓	◐	↘	●	↓	○	→
Jet fuel	◆	●	↘	○	→	○	→	○	→
Batteries	◆	◐	↘	○	→	○	→	◐	↘
Photovoltaic panels	◆	○	→	○	→	○	→	◐	↓
Digital devices	◆	◐	↘	◐	↘	○	→	◐	↘
Low-carbon concrete	◆	◐	↘	○	→	◐	↘	◐	↘

Key:

Less critical ◆ ◆ ◆ ◆ More critical ◆ Data not available

Not dependent ○ ◐ ◐ ◐ ● Heavily dependent

Improving criterion ↑ ↗ → ↘ ↓ Deteriorating criterion

READING AID

Airport operations are heavily dependent on light metals, superalloys, iron and ferrous alloys, rare earths, platinoids and jet fuel. For light metals, superalloys and rare earths, their criticality is on the rise. Airport operations are also heavily dependent on fresh water, but the level of dependence here is lower because the criticality is lower (yellow).

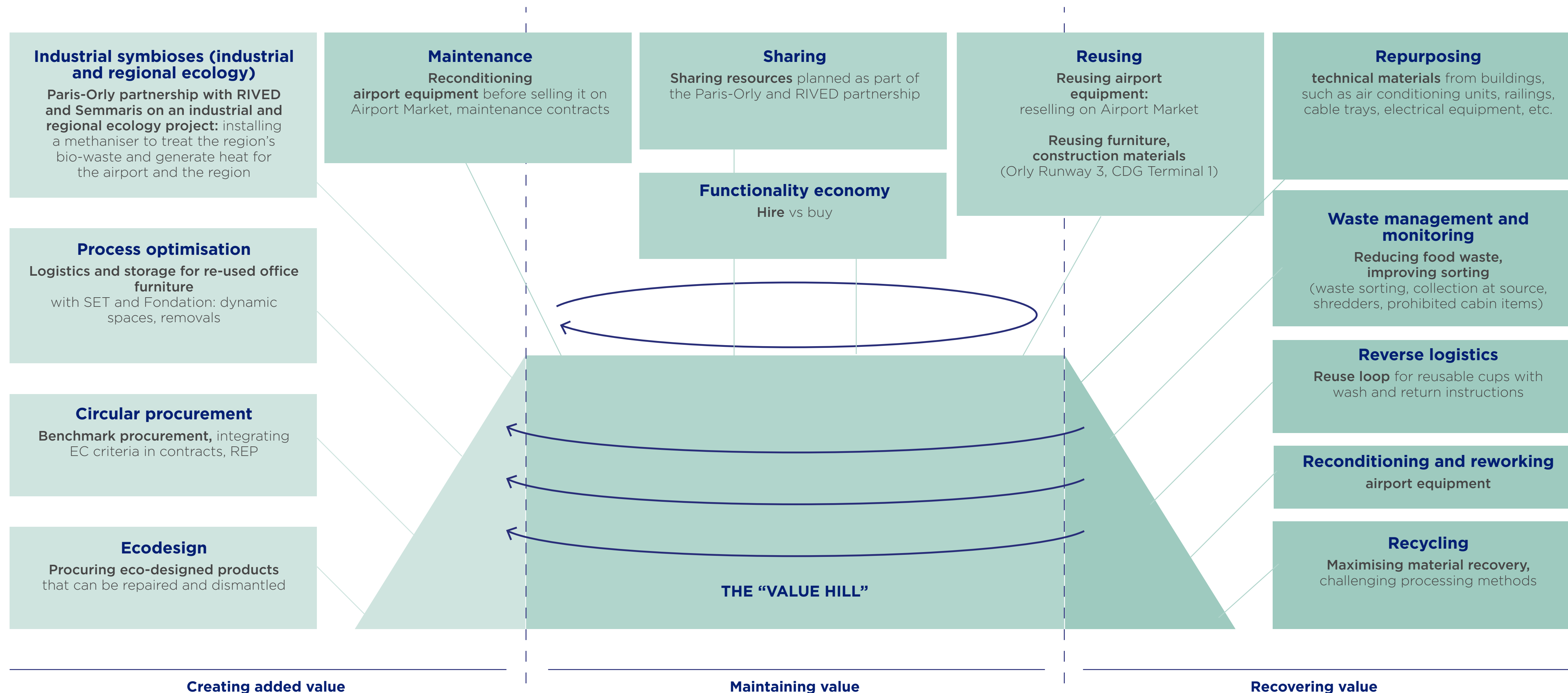
A number of actions are already in place throughout the company at all levels of the “value hill” (source: Circul’R 2023) in order to:

1. create added value;
2. maintain value;
3. recover value.

The diagram on the next page illustrates some of them.

Moving towards a systemic and circular approach to resources > Prevention and mitigation

Aéroports de Paris circular economy examples:



Moving towards a systemic and circular approach to resources > Prevention and mitigation

The importance of re-use

In 2023, the Clean Construction Site Charter, which is systematically included in all projects costing more than €3 million, was updated to include a minimum reuse target. The charter also incorporates all the recommendations of the DEMOCLES call for projects, which was won by the Group in 2020.

In December 2022, Groupe ADP made a commitment to the Greater Paris Metropolis in the form of the Metropolitan Charter for Circular Construction. The aim of the charter is to disseminate best practice ideas and lay the foundations for a circular economy

market in the building and construction sector throughout the Paris region. In 2023, this commitment gave rise to an action plan including Aéroports de Paris in the circular and regional construction process.

Groupe ADP is also pursuing concrete circular economy initiatives in construction projects (see pages 44, 65 and 68 for examples).

Waste action plan

Groupe ADP implements waste management services at the sites we operate. These services are tailored to the needs of the various stakeholders and associated waste flows. We are committed to applying a hierarchy of waste treatment methods in order to minimise the impact of waste on the environment and reduce pressure on resources.

Signatories to the “Airports for Trust” Charter must collectively achieve a material recovery rate of 50% by 2025 from our operating waste.

It should be noted here that efforts made at the Group’s airports have resulted in waste recovery rates that vary widely from one region to another. While European airports (led by Paris) have “high” recovery rates (between 23% and 60%), the maturity of waste collection and treatment systems in different parts of the world means that recovery rates are often lower in other regions. Groupe ADP will continue our efforts over the coming years to optimise these rates and improve our practices as agreed with the local authorities and stakeholders in each of the regions in which we operate.

Aéroports de Paris aims to achieve:

- ◆ 54% material recovery by 2025 at Paris-Charles de Gaulle;
- ◆ 80% by 2030 at Paris-Orly for non-hazardous waste, excluding construction.

At our other international airports,

Groupe ADP complies with the various laws applicable in the countries where we operate. Alongside these obligations, the Group’s international sites are taking voluntary action. Queen Alia International Airport in Amman (Jordan) has committed to:

- ◆ achieving an operating waste recovery rate of 15% by 2023 and 25% by 2025;
- ◆ reinforcing waste separation at source, particularly bio-waste, with concessionaires when renewing contracts;
- ◆ stopping the use of single-use plastics in the terminal by 2025.

This is also the case in Chile, where Nuevo Pudahuel, the operator of Santiago Airport, has committed to achieving a 40% waste recycling rate by 2030.

EXAMPLES OF REUSE AT PARIS AÉROPORT

- ◆ **Transferring an entire structure, known as the Arche, previously used as an additional boarding lounge at Paris-Orly, to Paris-Charles de Gaulle to be used as a garage for winter maintenance vehicles;**
- ◆ **Furnishing the new “Le Spirit” restaurant at Paris-Le Bourget with recycled furniture;**
- ◆ **Paris-Charles de Gaulle Terminal 1 refurbishment: recovering and repainting existing gantries, repairing and reassembling seat beams, recovering light fittings and adapting their design, etc.**

Moving towards a systemic and circular approach to resources > Prevention and mitigation

For hazardous waste, Groupe ADP scrupulously complies with the regulations in force at every stage of its life cycle (collection, consolidation, safety, disposal, etc.).

In 2023, Paris-Charles de Gaulle and Paris-Orly airports introduced ashtrays from Cyclop to collect and recycle waste cigarette butts. In the space of just one year, this circular economy and solidarity-based approach collected 2.6 tonnes of cigarette butts at Paris-Charles de Gaulle Airport alone.

Previously, ashtrays outside the terminals were emptied into ordinary industrial waste (OIW) bins. Now, they are collected and recycled by Chimirec, a French company located just a few kilometres from Paris-Charles de Gaulle Airport.

For non-hazardous waste:

- ◆ Respecting the waste hierarchy, also known as the Lansink scale: reduce (avoiding waste/using sparingly), reuse, recycling, energy recovery, incineration, landfill;
- ◆ In addition, and on a voluntary basis, refusing to include “energy recovery” when calculating our recycling indicators: giving

priority to “material” recovery (recycling) and therefore to sorting waste at source in order to feed local circular economy cycles.

Using Paris airports as testing grounds prior to Group-wide rollouts. Numerous partnerships have been established and continue to grow with all stakeholders in the processing chain, including hoteliers, cargo companies, property customers, waste managers and transporters, catering chains (in terminals and corporate), etc.

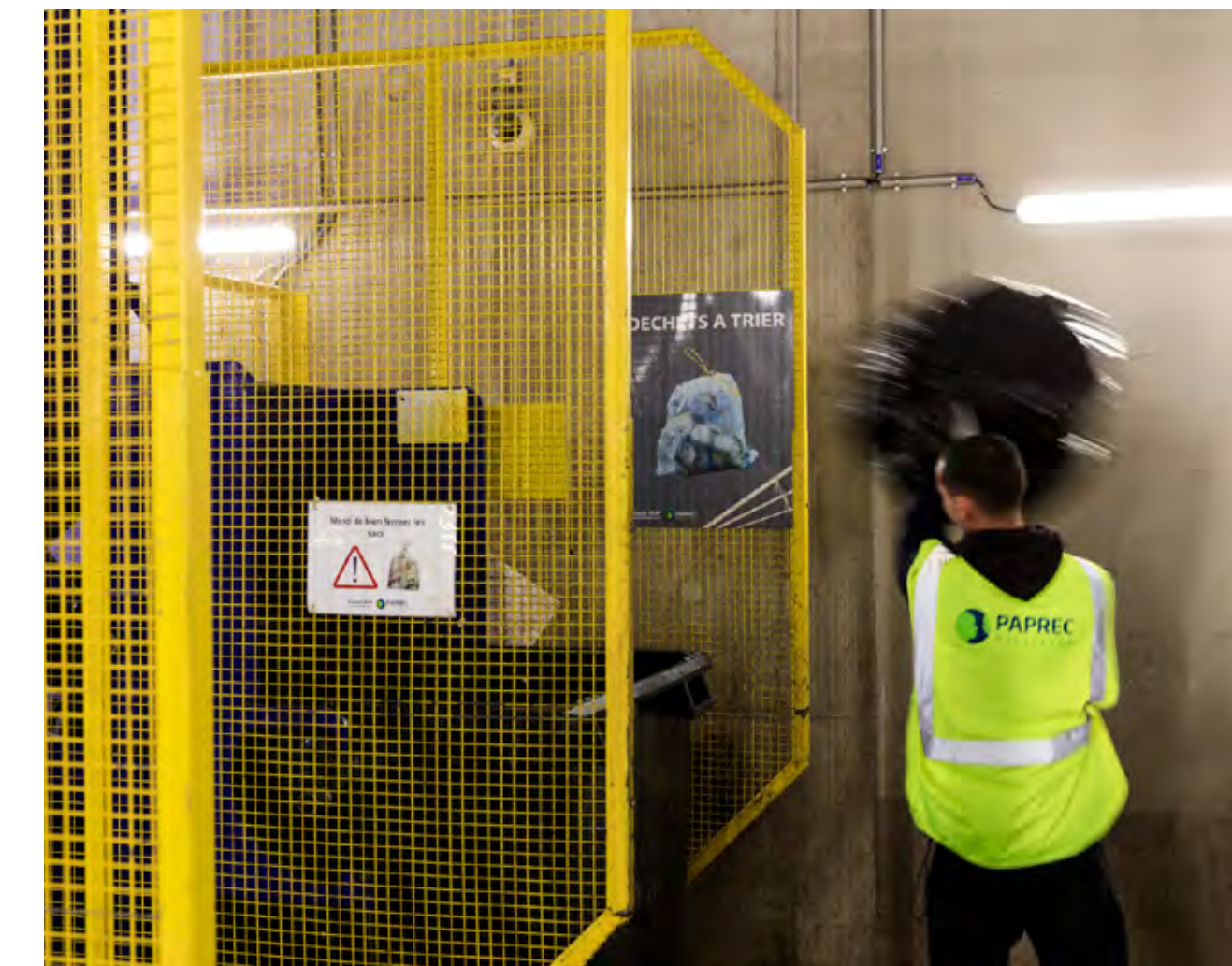
Maintenance and site waste is also collected, sorted and processed in accordance with regulations. It is subject to mandatory regulatory declarations and, beyond that, to voluntary waste audits.

The main actions taken to improve waste sorting and maximise waste recovery in our terminals in 2023 involved:

- ◆ Implementing additional sorting of collected bags in our Paris airports, right from the waste reception bays in the terminal. The aim is to improve sorting, prior to piling waste up, transport to treatment plants and recovery for our partners;

- ◆ Conducting trials to remove liquids from bottles seized at security checkpoints in order to better recover the waste collected, particularly plastic bottles;
- ◆ Installing a crusher to remove liquids from bottles seized at security checkpoints in order to recover empty plastic bottles and stop incinerating full bottles that cannot be recognised by the sorting machines as recoverable waste;
- ◆ Conducting trials to sort bio-waste at source at Paris-Orly and Paris-Charles de Gaulle Terminal 2BD. Door-to-door collections help businesses and restaurants take responsibility for their sorting and the quality of the bio-waste collected is highly satisfactory. It is hoped that the system will be rolled out to capture all of the bio-waste produced by shops and restaurants in airport terminals;
- ◆ The door-to-door collection of bio-waste has also made it possible to measure the volume of unsold food being wasted. Operators can then develop more effective tools for managing stock levels, gauge the benefits in terms of waste and identify courses of action for leftover products;

- ◆ Working with the Aéroports de Paris and Air France economic and social committees to improve sorting in the kitchens of staff restaurants;
- ◆ Increasing the number of operators in the waste bays located in the Paris-Charles de Gaulle cargo area;



A Paprec waste recycling cage at Paris-Orly
© Gwen Le Bras for Groupe ADP

Moving towards a systemic and circular approach to resources > Prevention and mitigation



- ◆ Launching a call for tender to install water fountains in our airport terminals to encourage the use of reusable water bottles and reduce the use of disposable containers (plastic bottles). There are currently 97 fountains at Paris-Charles de Gaulle and 27 at Paris-Orly. The airports aim to replace the majority of their current fountains with ones that can fill containers up to 1L and make them accessible to people with disabilities or reduced mobility by the time of the Paris 2024 Olympic and Paralympic Games.
An increase in the number of fountains is also planned to ensure water is available in areas not currently served;
- ◆ Working with hotel chains and cargo operators at Paris-Charles de Gaulle and Paris-Orly to include them in Groupe ADP's waste management system, improve their sorting at source and therefore their own recovery rates;
- ◆ Introducing "polluter pays" pricing at Paris-Le Bourget, Paris-Orly and Paris-Charles de Gaulle;

- ◆ Recycling work uniforms and contributing to funding a feasibility study on recycling personal protective equipment (PPE) with the Orée Association and alongside some major groups and institutions;
- ◆ Improving communication and raising awareness among employees and passengers about sorting waste;
- ◆ Conducting trials at Paris-Orly to sort and collect recyclable waste from aircraft, in partnership with EasyJet, Transavia and Air Corsica, and the airports of Toulouse, Nice and Ajaccio. The average recovery rate for aircraft waste before these trials began was 0.5%. This very low figure can be explained by a number of factors, including:
 - The lack of sorting on board aircraft until very recently;
 - The European regulatory ban on collecting catering waste from flights from outside the European Union;
 - The recovery rate for aircraft waste was 16% in September 2023 for EasyJet and 20% for Air Corsica.
- ◆ Conducting trails at Paris-Orly with restaurants to combat food waste. Door-to-door collections from all 17 Extime Food & Beverage outlets at the airport has made it possible to measure the volume of unsold food being wasted. Extime F&B

has also introduced a more effective tool for managing stock levels, gauging the benefits in terms of waste and identifying courses of action for leftover products;

- ◆ Raising awareness throughout the upstream value chain (cleaning service providers) and the downstream value chain (tenants) of the optimisations put in place and the improved ways of sorting required at their respective levels. Specific clauses are now included in all new lease agreements at Paris airports;
- ◆ In preparation for the Paris 2024 Olympic and Paralympic Games, Aéroports de Paris joined a working group led by CITEO in 2023. The aim is to harmonise the "sorting behaviours" of spectators and participants alike, including athletes, the media, staff, organisers, etc. Aéroports de Paris SA has made reference to the guide on sorting waste in airport terminals co-written and published by CITEO in 2019. This work allows us to share ideas with many different stakeholders in the transport sector, including SNCF Gares et Connexions, TRANSDEV, RATP Groupe, etc., and to harmonise practices.

FODWALK

To ensure the airside and taxiways are kept clear at Paris-Charles de Gaulle and Paris-Orly, Aéroports de Paris carries out foreign object debris sweeps, better known as Fodwalks. At one such event at Paris-Orly on 30 November 2023, for example, the fifty or so employees from Groupe ADP (Aéroports de Paris and Hub One) and our partners across the airport community taking part were able to collect enough debris to fill 15 cubic metres, and raised plenty of awareness in the process.

Moving towards a systemic and circular approach to resources > Prevention and mitigation

Raising awareness throughout the airport community with Environmental Partners Clubs

Groupe ADP's Environment and Energy Unit organises Environmental Partners Club meetings three or four times a year. They bring together all the companies based at our Paris airports to:

- ◆ address climate change, biodiversity and the circular economy;
- ◆ present ADP's strategy in these areas;
- ◆ present experiments.

Sharing experiences and solutions allows each company to take ownership of these issues.

Raising awareness among our partners via the Environmental Alliance at Paris-Orly

With its Environmental Alliance, Paris-Orly is experimenting with a new airport model. Convinced that there is strength in numbers, 40 companies operating at the airport have made five commitments in relation to life at the airport.

Commitment 3 is about "recycling and reducing waste". Non-hazardous waste, i.e. most of the waste produced at Paris-Orly, is already 65% recovered. Paris-Orly encourages the separate collection of five waste streams: paper, glass, plastic, wood and metal, using coloured bins and dedicated signage.

The Environmental Alliance goes further, aiming for 80% waste recovery by 2030.



Biodiversity on display on the airfield at Paris-Orly
© Gwen Le Bras for Groupe ADP

Moving towards a systemic and circular approach to resources

MONITORING SYSTEM

KEY INDICATORS 2023

17

ISO 14001-CERTIFIED AIRPORTS

(environmental management system)

Paris-Charles de Gaulle
Paris-Le Bourget
Paris-Orly
Amman Queen Alia
Izmir-Adnan Menderes
Zagreb
Skopje
Ohrid
Tbilisi
Batumi
Ravinala Ivato
Ravinala Nosy-Be
Liège
Antalya
Almaty
Monastir
Enfidha

Our environmental and energy policy is based on the systematic integration of ecological practices into all activities, in particular through the application of the international ISO 14001 Standard at Groupe ADP airports.

Groupe ADP publishes results annually in our Extra-Financial Performance Statement. Waste monitoring indicators are as follows:

- the rate of recovery of non-hazardous waste in terminals (passengers and retail) and the entire airport with internal/external details and by producer type³¹;
- the quantities of hazardous and non-hazardous internal waste reused, repurposed, recycled (material recovery), recovered for energy purposes, incinerated or destroyed by physico-chemical treatment (without energy recovery), landfilled or buried.

Many reuse initiatives are not yet quantified, and the aim is to improve the traceability and measurements of our reuse operations. Airport equipment sold on the Airport Market marketplace (see page 159) is tracked in euros, tonnes and CO₂ emissions avoided. To date, furniture reused internally or donated to charity has been counted, but not weighed.

³¹ Hotels, ground handlers, cargo, etc.

2023 indicators: ADP SA waste

	CDG				ORY				LBG		
	2022	2023	CHANGE	2025	2022	2023	CHANGE	2030	2022	2023	CHANGE
Non-hazardous waste (NHW) recovery rate	31%	38%	+7 pts	54%	66%	66%	N/A	80%	48%	33.5%	-15 pts
Total amount of NHW collected (internal + external)	17.5kt	20.6t	+17%		11kt	11.1kt	+1%		0.58t	0.85t	+46%
Total amount of NHW reused or repurposed	1t	1.9t	+85%		N/A	N/A	N/A		N/A	N/A	N/A
Total amount of NHW recycled (material recovery)	4.4t	5.8t	+33%		7.2t	7.4t	+2%		0.28t	0.29t	+3%
Total amount of NHW recovered for energy purposes	11.6t	11.9t	+3%		3.6t	3.6t	N/A		0.31t	0.57t	+86%
NHW recovery rate from terminals (passengers and retail)	22%	25%	+3 pts	50%	21%	25%	+4%	50%	N/A	N/A	N/A
Total amount of NHW collected from terminals (passengers and retail)	6.6t	7.4t	+13%		3t	3.1t	+3%		N/A	N/A	N/A
Total amount of hazardous waste generated internally	N/A	484kg	N/A		N/A	152kg	N/A		N/A	93%	N/A
Passengers	57.5m	67.4m	+17%		29.2m	32.3m	+10%		N/A	N/A	N/A

Moving towards a systemic and circular approach to resources

CONTINUOUS IMPROVEMENT APPROACH

As part of our continuous improvement approach, we will take the Group's updated risk mapping into account, including the risks associated with the supply of natural resources that are under pressure, when drawing up our next environmental policy.

All Aéroports de Paris divisions are working on 2024 flagship circular economy actions to reduce pressure on resources, reduce waste and maximise re-use.

In practical terms, the 2024-2025 continuous improvement approach will involve:

- ◆ identifying large storage areas (ideally 2,000 square metres) at Paris-Orly and Paris-Charles de Gaulle airports to store airport equipment and other available resources before their resale or re-use;
- ◆ creating the new position of Resource Manager at each of the Paris-Orly and Paris-Charles de Gaulle airports.

Construction

- ◆ Establishing a shared construction circular economy strategy within Aéroports de Paris SA and looking into the impact on the business model and project performance;
- ◆ Developing employee skills in circular economy issues;
- ◆ Improving our knowledge of our assets through data;
- ◆ Equipping ourselves with new tools, including:
 - A digital and physical reuse platform to advertise and be able to catalogue, manage, set aside and sell our resources on the basis of voluntary contributions, PEMD diagnostics and integrated within our GIS for geolocation purposes. This will allow us to improve our knowledge of our assets through data;
 - A design assistance tool that allows us to integrate reused or recycled raw materials;

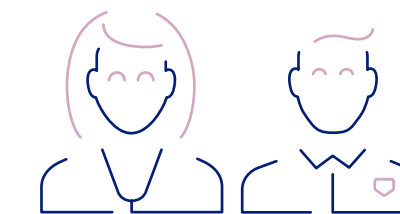
- ◆ Developing a network or partnerships to facilitate the supply of re-used materials to meet demand and vice versa;
- ◆ Conducting reuse trials on building and construction projects.

Non-construction

- ◆ Establishing a roadmap with three key actions for each division;
- ◆ Challenging current processing methods to create value, maintain value or recover value;
- ◆ Recommending all aspects of our circular economy;
- ◆ Measuring reuse and the associated carbon emissions avoided;
- ◆ Defining and proposing relevant business models to drive forward reuse;
- ◆ Conducting trials and reuse projects relating to equipment, materials and operating waste;
- ◆ Measuring impacts to help decision-making, including being able to carry out a life cycle analysis, at least a simplified one, to ensure that the environmental impact of decisions is reduced. For example, when buying supplies and choosing between biosourced plastic and recycled plastic.



HUMAN RIGHTS AND HEALTH AND SAFETY



In accordance with the principles of the United Nations Sustainable Development Goals and Global Compact, Groupe ADP applies a proactive policy of respect for human rights and the health and safety of the people who contribute to the smooth running of the company and our operations.

Human rights and health and safety risks
P. 88

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates
P. 90

Contributing to the collective effort to combat child labour, forced labour and human trafficking
P. 98

Ensuring the health and safety and quality of life in the workplace of employees
P. 100

Developing accessible and multimodal airports
P. 111

Being an attractive employer and offering rewarding careers
P. 115

Promoting diversity, equality and inclusion
P. 121

Promoting social dialogue
P. 132

Maintaining healthy relationships with local communities
P. 135

Guaranteeing personal data protection
P. 143

Human rights and health and safety risks

Groupe ADP is committed to complying with the human rights principles set out in current international standards and frameworks, including:

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

RISK MAPPING

Based on the human rights identified in 2021³² and the methodology outlined in 2022, interviews have been conducted with a wide range of Group stakeholders from different business sectors and levels within:

- ◆ Aéroports de Paris;
- ◆ Hub One;
- ◆ TAV;
- ◆ AIG;
- ◆ union representatives from our French entities;
- ◆ external figures, members of the Ethics Committee and the Aéroports de Paris Contracts Advisory Committee.

Each interview had the following objectives:

- ◆ **Raising awareness** among Group stakeholders of human rights risks and the challenges of duty of vigilance;
- ◆ **Identifying the main risks** of human rights violations, ensuring that they are consistent with material issues and Group risks;

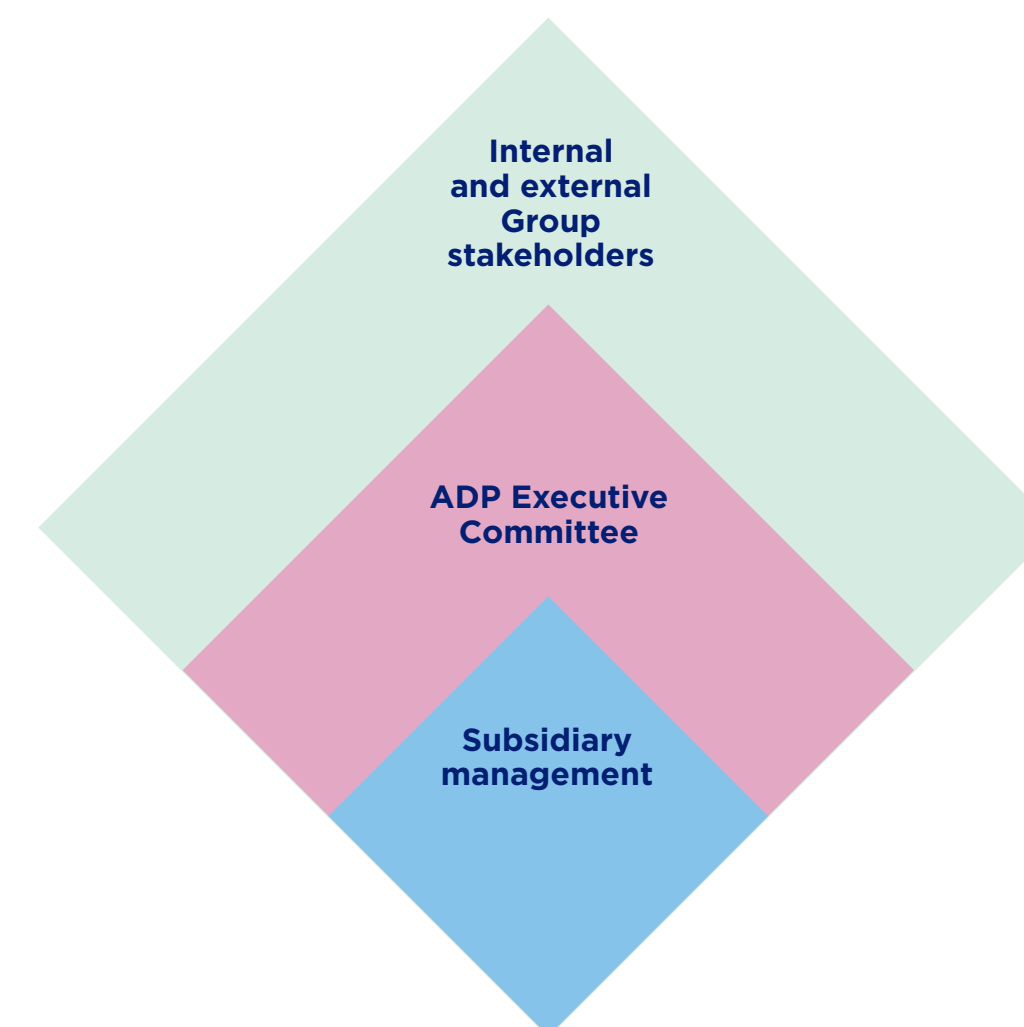
- ◆ **Establishing an interdisciplinary inventory** and identifying areas for improvement, based on technical and operational knowledge of the Group, as well as current and past experiences in these areas;
- ◆ **Identifying key commitments** within the context of a Group Human Rights Policy.

The methodology, which is aligned with the Group's risk mapping methodology, enables the impacts and probability of each risk to be assessed. Probability has been weighted using a combination of human rights indexes³³ and incorporates stakeholder expectations through:

- ◆ the main sectoral reference frameworks: *Sustainability Accounting Standards Board* and the *Global Reporting Initiative*;
- ◆ the conclusions of the interviews conducted.

A temporal aspect is also taken into account when assessing probabilities.

OVER 170 PEOPLE
INTERVIEWED FOR THE
2022 HUMAN RIGHTS MAPPING



















































³² See 2021 Vigilance Plan.

³³ International Trade Union Confederation (ITUC) and Freedom House Index

Human rights and health and safety risks

KEY RISKS

STAKEHOLDERS CONCERNED	MATERIAL ISSUES	HUMAN RIGHTS RISKS	GROSS RISK Criticality	LEVEL OF ACTION REQUIRED
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 (all stakeholders)		
		Inappropriate advertising content (all stakeholders)		
EMPLOYEES	Quality of life for our employees and health and safety in the workplace 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 for Group employees	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, diversity and services to support people with disabilities or reduced mobility	Discrimination and inequality of opportunities		
		Non-compliance with regulations or company commitments on employing people with disabilities		
	Improving dialogue and the social climate and good governance and business ethics within the Group	Freedom of expression violations		
		Freedom of association violations		
		Child labour		
		Forced labour		
		Human trafficking		
SUPPLIERS AND SUBCONTRACTORS	Promoting sustainable procurement, 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	No/insufficient redistribution of the value created in the region		

Gross risk:  Low  Medium  Significant  Critical Level of action required (risk/control level):  More vigilance needed  Maintain current level of vigilance  Risks under control

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates

As an airport operator, the safety and security of passengers and staff working in our airports are fundamental to Groupe ADP.

RISK DESCRIPTION

The risk to public safety and security has the highest gross criticality. This is due to:

- ◆ the tense geopolitical context worldwide. Groupe ADP may be exposed to malicious acts against people, our facilities or the assets we operate;
- ◆ the Group's core business;
- ◆ strict regulatory requirements and stringent civil aviation safety standards;
- ◆ the seriousness of the potential consequences for people.

The expertise and actions implemented by Groupe ADP with the relevant government departments and the airport community nevertheless allow this risk to be classified in the “Maintain current level of vigilance” category.

Airport security aims to ensure the protection and safety of passengers, crews, ground staff, aircraft and facilities against acts of unlawful interference committed on the ground or in flight.

(Public) safety concerns all measures aimed at reducing inflight risks: lightning, fire, engine failure, metal fatigue, bird strikes, human factors and stalls.

Aviation safety standards are established worldwide under the aegis of the International Civil Aviation Organization (ICAO) and are a reference commonly used to define the obligations of airport concessions.

For airports located in the European Union, the applicable legal framework is set by Community Law³⁴ and the rules of the European Union Aviation Safety

Agency (EASA), which incorporates ICAO standards and recommended practices and makes them directly applicable. The legal framework provides the basis for issuing valid airport safety certificates.

Airports located in Groupe ADP's non-European Union countries are subject to the safety requirements in force locally, including certification processes, where applicable. Failure to comply with these standards could jeopardise aviation safety, prevent airport operations and expose the Group and its managers to liability.

³⁴ Notably Commission Regulation (EU) No 139/2014 laying down safety rules for aerodromes, known as the “aerodrome regulation”.

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates

PREVENTION AND MITIGATION

All Group airports strictly comply with the relevant safety requirements in each of the countries in which they are located.

› MAIN ACTIONS TAKEN BY THE GROUP

- ◆ Compliance with the standards and certifications that apply to airport activities
- ◆ Security programmes and equipment
- ◆ Within the framework of technical support contracts (*technical services agreements*), support tasks can be carried out at the Group's international airports, focusing in particular on safety and best practice to help the airport concerned improve its compliance with safety standards
- ◆ *Security Operations Centre* (SOC), Cyber Security Policy for Information Systems, and Aéroports de Paris and TAV Technologies' Information Security Management System
- ◆ 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.
- ◆ FSSC 2200 food safety system certification for Esenboğa and Adnan Menderes airports
- ◆ Business Continuity Policy, broken down into Business Continuity Plans
- ◆ Winter Plan (parisaeroport.fr)
- ◆ COVID-19 health & safety measures
- ◆ Assistance for people with reduced mobility, a new universal accessibility strategy for Paris airports. Groupe ADP's Advisory Committee for People with Disabilities



Hold baggage security dog team
© Gwen Le Bras
for Groupe ADP

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates > Prevention and mitigation

› ADDITIONAL ACTIONS TAKEN BY AÉROPORTS DE PARIS

To guarantee airport security

The organisation of security at French airports is the responsibility of the government, which delegates its implementation to airport operators.

Almost 300 people are employed by Aéroports de Paris to carry out security duties directly. More than 5,000 people are regularly employed and trained by service providers to carry out security screening of staff, passengers, their cabin baggage and their hold baggage.

Under the authority of the Paris Police Prefect, assisted by a Deputy Prefect for Airport Safety and Security, and under the control of government departments, Aéroports de Paris is required to put in place:

- ◆ a security screening system for all passengers and all cabin baggage or personal effects, using detection equipment and, where necessary, searches and pat-downs;
- ◆ random checks using dedicated explosives detection equipment on authorised liquids, aerosols and gels;

- ◆ security checkpoints that are equipped with the means to detect traces of explosives on both passengers and cabin baggage;
- ◆ a hold baggage security screening system, inspecting all baggage presented by airlines using resources defined by the government, essentially explosives detection equipment, possibly supplemented by security dog teams;
- ◆ measures to screen staff, their personal effects and vehicles at each access point to restricted areas in airports, as well as access control measures using biometrics;
- ◆ security screening processes for supplies;
- ◆ security procedures for the use of facilities available to partners, including check-in counters, boarding lounges, etc.;
- ◆ specific facilities inside and outside airport terminals, including:
 - physically separating flows of passengers coming from countries or airports not recognised as having an equivalent level of security;
 - individually screening passengers or baggage when connecting through the airport on certain flights arriving from

- countries or airports that apply security measures recognised as equivalent;
- CCTV coverage of security checkpoints and staff access points;
- security fencing;
- secure emergency exits;
- no-return doors and corridors, etc.;
- ◆ patrols and surveillance procedures at the security border, as well as checks at the critical point of the restricted access security area on airport travel documents and vehicle passes.

All these measures are described in more detail in **a security programme** drawn up for each airport by Aéroports de Paris and shared with the Civil Aviation Authority for appraisal. Security programmes lead to the issuing of security licences, issued by the Deputy Prefect, for a maximum period of five years. The security programme for our Paris airports was approved in 2022 and 2023.

In anticipation of the Paris 2024 Olympic Games, Groupe ADP is strengthening the protection arrangements at our airports and improving the level of security checks at the main passenger security checkpoints.



Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates > Prevention and mitigation

To guarantee airport safety

Aircraft safety

Aéroports de Paris has developed an internal compliance monitoring process, as required by European regulations, based on monitoring plans lasting up to three years, as set by the competent public authority, and reinforced by targeted monitoring of critical activities. External checks are also carried out by the French Civil Aviation Safety Division (DSAC), which is responsible for monitoring the compliance of aerodrome operators in France.

Safety continuum and crisis management

The Audit, Safety and Risk Management Division was created to respond to the safety and crisis management challenges that became particularly acute in the context of the pandemic.

This activity covers a complementary field to that of aviation safety and airport security.

The public safety of airports is part of a safety continuum based on a range of public and private stakeholders.

Every day, Aéroports de Paris helps to ensure the safety of tens of thousands of passengers, as well as employees, service providers and partners working at our Paris airports. A dedicated department carries out the following tasks:

- ◆ **acting as a point of contact with government departments, including** the Ministries of Defence and the Interior, the Police Prefecture's Delegation for Safety and Security at Paris airports, as well as professional associations and partners;
- ◆ **creating policy, supporting departments and providing interdisciplinary coordination of** public safety and security, passenger and employee safety, combating clandestine activities, providing security at major events, and raising awareness of radicalisation in the workplace.

Aéroports de Paris also has a **specific organisation for deploying emergency responses**. The aim is to limit the negative impacts of events and, in particular, to maintain operations at satisfactory levels of quality by ensuring compliance with safety and security obligations. Our business continuity approach is formalised in the Group Business Continuity Policy (PGCA). The challenge is to guarantee the Group's essential services by providing different types of solutions: redundancy, back-up sites, ramp-ups, degraded modes, etc.

The main components of Groupe ADP's crisis management system are as follows:

- ◆ a high level of responsiveness (monitoring, alert and permanent or on-call systems);
- ◆ significant human and logistical capacity to:
 - centralise information;
 - analyse and take tactical and strategic decisions;
 - coordinate actions taken, particularly from the various crisis command posts within the company.

This requires considerable preparatory work in terms of planning (defining policies, plans and procedures) and training (multi-year crisis management exercises). The organisation makes continuous progress through feedback (the principles of which are defined in our Feedback Policy), which is systematically gathered after significant events.

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates > Prevention and mitigation

Protecting employees on assignment abroad and expatriates

KEY FIGURES 2023

37

EXPATRIATES WORKING
FOR ADP OR OUR SUBSIDIARIES
AND THEIR FAMILIES

91

LOCAL CONTRACTS

Approx. 2,000

ASSIGNMENTS PER YEAR,
INCLUDING 1,200 ABROAD

Countries are classified according to five risk levels in terms of security, healthcare, natural, social, cyber, ethics, compliance, etc. Each level has **a specific approvals procedure and a strict framework for assignments and expatriations.**

Aéroports de Paris' Employee Protection Abroad Unit within the Safety Department:

- ◆ establishes the procedures for employees on assignment and expatriates and supports employees throughout the process;
- ◆ makes recommendations regarding safety, security, health, data protection, ethics and compliance, etc., for employees in high-risk countries;
- ◆ ensures that employees are trained and made aware of their responsibilities before they leave and that their needs are monitored throughout their stay;
- ◆ may be required to deploy additional safety measures if necessary;
- ◆ monitors countries, communicates and specifically monitors risky and high-risk countries. Expatriates and employees on assignment are regularly informed of the risks associated with their host country;
- ◆ centralises and runs an information-sharing network between the Group's divisions (international project managers, HR, etc.) and raises awareness among all Group divisions;

- ◆ organises and monitors security audits in the countries where the Group operates and, where necessary, organises international crisis management efforts.

The many geopolitical and security crises in 2023 have been closely monitored to anticipate any need to repatriate or provide assistance to employees.

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



A ramp agent pictured at Nosy Bé International Airport, Madagascar
© Onja for Groupe ADP

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates

MONITORING SYSTEM

The stakeholders involved in airport safety take part in regular situation updates, steering committees and action plans throughout the year, **in direct liaison with the entire ecosystem in charge** (prefecture, relevant government departments, private partners, third parties, etc.).

Security

In conjunction with the relevant government departments, **the Landside/Airside Security Division** is constantly adapting its security programme, reconciling effective prevention of acts of unlawful interference with the smooth flow of passenger traffic.

It ensures the regulatory compliance of security measures carried out on behalf of the government through **daily checks, regular expert assessments and monitoring the implementation of the airports' quality assurance programme**, both in the Paris region and internationally.

It is also involved in dealing with any breaches or significant events that occur in relation to airport security, and works with the entities concerned to propose preventive and/or corrective measures.

To that end, the division monitors the results of operational tests, compliance rates recorded during quality assurance checks carried out under the supervision of the airports, and training plan implementation rates.

It participates in various **security partnernetworks** at each airport. It also assists with **DGAC audits, European inspections and prefectural approval applications**, in collaboration with the operational teams.

It establishes our policy on security training and supports security operations on this topic, both for training Aéroports de Paris staff and overseeing training carried out by security service providers.

It also coordinates the quality assurance process and implements and manages the control/reporting tool. Finally, it aims to put in place a **security management system (SMS)** to systematically integrate security risk management into the day-to-day running of our airports. Annual security reviews are carried out at each airport.

Safety

With specific regard to **protecting Group employees worldwide**, the Safety Unit and Human Resources Division regularly monitor this issue. Within this framework, monthly and quarterly indicators are used to assess the volume and development of care provided to the Group's employees abroad.

Five safety audits and two updates of previous audits looking at country risks took place in 2023. All the audits we carry out include an emergency and evacuation plan that, depending on the country, specifies the threshold for triggering various actions (containment, evacuation, etc.). **Responses** are therefore **graduated and specific to each country**.

In addition to these recurring quantitative indicators, monthly meetings are held between the departments involved in international issues to ensure that country risk sheets are regularly updated and that new developments are taken into account.

KEY FIGURES 2023

554

ASSIGNMENTS IN RISKY OR HIGH-RISK COUNTRIES

11,770

DAYS OF EXPOSURE*
(15,788 days in 2022)

5

SAFETY AUDITS

* Each day of assignment/expatriation to a "risky" country is considered to be one day of exposure.

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates

CONTINUOUS IMPROVEMENT APPROACH

› DEVELOPING THE BEST STANDARDS AND A GROUP SECURITY NETWORK

Our airport security departments represent Groupe ADP in all our dealings with the relevant government departments and national, European and international bodies. They also manage issues that cut across the network's airports.

This allows us to **develop the best standards, set up a group compliance management system and deploy a group security network**, which:

- ◆ defines a harmonised operational policy between airports for airside and landside security and border control;
- ◆ guarantees cross-airport consistency in these areas with regard to commonly applicable requirements;
- ◆ guarantees the implementation of common airside and landside security standards across the network, supporting the operational excellence model.

The main tasks of this system include:

- ◆ consolidating an interdisciplinary view of regulatory compliance; anticipating regulatory, economic and technological developments;
- ◆ managing structuring projects, those linked to the dissemination or testing of innovations or organisational and technological best practice, and projects designed to roll out standards;
- ◆ implementing policies and producing guidelines, contracts, monitoring regulations and their application;
- ◆ carrying out expert appraisals as part of quality assurance programmes and preparing audit and inspection assignments;
- ◆ ensuring oversight and DGAC reporting;
- ◆ ensuring optimal funding for airside and landside security and border control through national regulatory instruments;
- ◆ coordinating communications on airport security and border control;
- ◆ providing expertise at national, European and international level;

- ◆ leading Groupe ADP's security network and coordinating the participation of experts in influential bodies.

› PARIS AIRPORTS SEMINAR

The Paris Police Prefect, Laurent Nuñez, the Director General of Civil Aviation, Damien Caze, the Central Director of Border Police, Fabrice Gardon, and the Chairman & Chief Executive Officer of Groupe ADP, Augustin DE ROMANET, in a bid to ensure cooperation and coordination, brought together all those involved in airport safety for the first time in March 2023, including government departments, airport operators and airport partners.

The seminar focused on the **airport safety continuum** and **major challenges for 2023 and 2024**.



With the prospect of hosting the Rugby World Cup in 2023, followed by the Paris Olympic Games in 2024, the seminar focused in particular on the following questions:

- ◆ What levers can be pulled to improve airport security?
- ◆ How can we work together to improve the passenger experience and service quality?

Guaranteeing the safety and security of people in our airports, and employees on assignment abroad or expatriates > Continuous improvement approach

› SPECIFIC SUPPORT FOR HOMELESS PEOPLE AT PARIS AIRPORTS

Against a declining economic backdrop, the number of homeless people using Paris airports has increased, and this trend was confirmed in 2023.

For many years, Aéroports de Paris has been working in conjunction with the relevant government bodies and various social and medical stakeholders, such as the Red Cross and *Unité Mobile Psychiatrie Précarité* (UMPP), to reach out, offer support and help with their reintegration back into society. This involves, for example, setting up daily outreach teams. The emergency medical services and the airport chaplains also provide assistance to the homeless when needed.

The Group's efforts are also designed to reassure and ensure the safety of passengers and airport staff. With a view to continuous improvement, reinforced by the death of a homeless person armed with a knife at Paris-Charles de Gaulle Airport in August 2022, Aéroports de Paris conducted an in-depth study to identify additional actions that could be taken.

In response to this **social and safety issue**, two audits were carried out in 2023 at Paris-Charles de Gaulle Airport by external service providers. New initiatives are due to be rolled out at our Paris airports, in conjunction with government departments, to provide better monitoring and support for these individuals.

› WORKING WITH OUR PARTNERS ON ROAD SAFETY AT PARIS AIRPORTS

In January 2024, Groupe ADP signed a **charter with the Collectif Circulation Sécurité Aéroportuaire (CSCA)**, in the presence of Air France, the ground handling union (CSAE) and the *Fédération Nationale de l'Aviation et de ses Métiers* (FNAM). This charter of commitment aims to improve airside road safety and prevention at Paris-Charles de Gaulle and Paris-Orly airports, through a shared ambition to develop a “**0 accidents**” **culture of safety**.



Contributing to the collective effort to combat child labour, forced labour and human trafficking

RISK DESCRIPTION

Child labour and forced labour are complex **and multifactorial phenomena**. The large number of stakeholders involved and the opacity of certain supply chains require in-depth action and coordination between them.

For Groupe ADP staff, these risks are assessed as being “under control”, as airport operations are fairly well protected. The Group’s procurement and subcontracting chain is more exposed, particularly for activities carried out outside airport premises, and when a multiplicity and diversity of stakeholders, sites and countries are involved.

This means we need to be even more vigilant to ensure compliance with the Group’s Supplier Code of Conduct and CSR Charter, and with international regulations and standards.

Alongside our responsible procurement initiatives, the Group is working with partners to improve visibility and traceability, and to ensure that our commitments are respected throughout the value chain.

Groupe ADP must pay particular attention to:

- ◆ our supply chains for equipment (materials, textiles and coverings, boarding bridge walkways, etc.) and IT components (extraction, assembly, transport, etc.);
- ◆ subcontracting as part of construction projects.

PREVENTION AND MITIGATION

› RISK MANAGEMENT POLICIES AND MEASURES

- ◆ Compliance with local and international standards. Group membership of the United Nations Global Compact³⁵
- ◆ Ethics & Compliance Code, programme and whistleblowing system
- ◆ Duty of vigilance governance and associated committees: CSR Committee, Audit and Risk Committee, Ethics Committee
- ◆ Procurement policies, *processes* and responsible procurement
- ◆ HR policies for subsidiaries and controlled companies outside the EU: no recruitment without an employment contract and no recruitment of people under 18 years old (excluding training schemes)
- ◆ TAV’s Human Rights Policy
- ◆ Partnerships, working groups and training/awareness-raising on the Global Compact, *Cercle Éthique des Affaires, Entreprises pour les Droits de l’Homme* and Human Resources Without Borders

³⁵ Since 2003 for Aéroports de Paris

All companies operating within an airport’s secure area are subject to identity and criminal background checks carried out by the relevant public authorities before an operating licence can be issued. The same applies to their staff, who must obtain an airport pass (security badge). **Identity checks and regular contracts of employment, as well as the constant presence of relevant government departments within the airports themselves, are a first** line of defence.

The vigilance and sensitivity of the Group’s employees, particularly internationally, are another. TAV Airports and AIG have explicitly prohibited recruiting people without a contract of employment and hiring people under the age of 18 (excluding training schemes) in their recruitment policies.

Contributing to the collective effort to combat child labour, forced labour and human trafficking

Vigilance must be stepped up with our subcontractors and suppliers with regard to their respective value chains.

Since 2015, all our suppliers operating in France have committed to respecting the principles of our **Supplier CSR Charter**, which includes complying with the International Labour Organization's conventions on combating child and forced labour. The Charter has also been signed by Hub One, which carries out annual CSR audits on its critical markets, AIG (in Jordan) and TAV Airports. They are in the process of rolling it out to their suppliers and subcontractors, with the support of the group procurement network.

Each year, with the help of an independent firm, Aéroports de Paris carries out social audits on existing contracts in order to ensure compliance with our commitments and desire to foster a culture of continuous improvement.

At the same time, the Group's Procurement Division is piloting an action plan (see page 147 onwards) comprising:

- ◆ stricter contractual requirements and controls;
- ◆ running a procurement network with subsidiaries to:
 - share best practice and tools;
 - further standardise procurement policy and processes,
 - support them in the detailed identification of environmental and human rights risks among their suppliers and subcontractors across procurement segments.

GROUP MONITORING SYSTEM

Since the whistleblowing system was introduced in 2018, there have been no reports of child labour, forced labour or human trafficking (see page 170).

CONTINUOUS IMPROVEMENT APPROACH

Since 2023, **thanks to a new partnership with Human Resources Without Borders, the Group has been contributing to the collective effort of Alliance 8.7** to achieve:

- ◆ decent work for all;
- ◆ France's commitment as a pioneer in the fight against forced labour, child labour, modern slavery and human trafficking in supply chains.

Ensuring the health and safety and quality of life in the workplace of employees

Guaranteeing our employees are kept safe and setting the standard in occupational risk prevention is one of the four ambitions of our 2025 “Pioneers for Trust” CSR strategy.

Groupe ADP believes that the performance of the company is only enhanced by personal development and exemplary individual behaviour, supported by a diverse work team.

RISK DESCRIPTION

Risks associated with work organisation and burnout require greater vigilance within the Group, given:

- ◆ the context of the airline industry and how our organisations develop in response to it;
- ◆ tensions on the jobs market;
- ◆ changing ways of working.

The upturn in traffic has been accompanied by a resumption of recruitment in large numbers.

At Aéroports de Paris, organisations have stabilised and dynamic spaces have developed with remote working.

The risks identified in our human rights mapping (both “under control” and “maintain current level of vigilance”) are:

- ◆ employee health and safety breaches;
- ◆ psychological or sexual harassment: this risk is highlighted by definitions and regulatory requirements, which vary from country to country. A “culture of shame” in some countries still stands in the way of the Group’s drive to promote a “speak up culture”³⁶;
- ◆ failure to respect the right to disconnect: this risk is linked to reconciling remote working with workload management. Our aim is to find a balance between people’s lifestyles and the airport’s continuity as a public service provider, combining continuous opening hours with operating risks.



The gym at Groupe ADP headquarters, Paris-Charles de Gaulle
© WTTJ for Groupe ADP

³⁶ “A “speak up culture” is a workplace environment where employees feel comfortable speaking their minds, sharing their ideas, and raising concerns without fear of negative consequences. In other words, it’s a place where all employees feel safe to speak up when they have something to say; no matter what it is”. (Definition by Hannah West, Speak Up Culture – [What is it and why is it important? \(goodcourse.co\)](https://www.goodcourse.co/)).

Ensuring the health and safety and quality of life in the workplace of employees

PREVENTION AND MITIGATION³⁷

Groupe ADP is pursuing a proactive policy, which includes measures and actions to be implemented on the ground in order to:

- ◆ protect the health and safety of employees and partners;
- ◆ improve workplace conditions;
- ◆ promote wellbeing at work.

KEY FIGURES 2023

99.93%
OF GROUP EMPLOYEES ARE COVERED BY A COMPANY HEALTH AND SAFETY SCHEME BASED ON THE LEGAL REQUIREMENTS

› ACTIONS TAKEN BY THE GROUP

PERSONAL SAFETY FRAMEWORK	ACTIONS ON PERSONAL SAFETY	INSURANCE	ACTIONS ON QUALITY OF LIFE IN THE WORKPLACE	FOR COMPANIES BASED IN FRANCE
<ul style="list-style-type: none">◆ Labour Code, Construction Code and their international equivalents◆ Occupational Health and Safety Policy◆ ISO 45001 Standard: an international occupational health and safety risk prevention management system for committed leadership teams◆ Groupe ADP Key Controls Manual (see page 104)◆ Ethics & Compliance Code, programme and whistleblowing system◆ HR, health and safety policies	<ul style="list-style-type: none">◆ Multi-Year Occupational Risk Prevention Plan◆ Prevention, safety and security training and accreditation◆ Personal and collective protective equipment for staff◆ Communications, awareness-raising, training and support for HR, prevention specialists and occupational health physicians◆ Specific support for employees on assignment and expatriates: Aéroports de Paris and TAV Airports◆ Testing an external and anonymous freephone helpline for Aéroports de Paris employees during the pandemic, continued and offered to subsidiaries and controlled companies◆ Traceability of near misses (Aéroports de Paris and AIG)◆ Multidisciplinary and/or representative health and safety monitoring bodies	<ul style="list-style-type: none">◆ Common base, including supplementary health and provident schemes for Aéroports de Paris, Hub One and ADP International◆ Provident coverage and healthcare costs, introduced by a company agreement for Extime Duty Free Paris◆ Supplementary social protections for AIG◆ TAV Airports: private health insurance for administrative employees and expatriates; supplementary health insurance for operational employees. Potential health coverage is also assessed on a country-by-country basis.	<ul style="list-style-type: none">◆ Skills development plans and similar schemes◆ Quality of life and working conditions barometers and surveys: Aéroports de Paris, Hub One, TAV Airports, AIG◆ Remote working available with Aéroports de Paris, Hub One and TAV Airports◆ “Zest Me Up” trial (see page 104)	<ul style="list-style-type: none">◆ Integrated Occupational Risk Assessment Document and action and prevention plan◆ Risk assessment and psychosocial risk prevention plan◆ Agreements and commitments on working hours, work organisation and remote working◆ Specific advisors on harassment and sexual harassment: Aéroports de Paris and Hub One◆ Listening and counselling services

³⁷ Explained in more detail in previous action plans and Groupe ADP’s annual Extra-Financial Performance Statement (DPEF) included in the Universal Registration Document.

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

- ◆ **Monthly Executive Committee follow-up** on safety at work
- ◆ **Action plan on** preventing psychosocial risks and supporting employees presented each year to the Executive Committee, the CSR Committee and the Board of Directors
- ◆ The **“Prevent to Succeed” Programme** (see page 106)
- ◆ **“O Tolerance” Policy**, advisors, annual campaign and awareness-raising initiatives **on harassment and sexist behaviour**
- ◆ Specific support for operating procedures, new groups, business transformation and working methods, preventing psychosocial risks
- ◆ Training sessions, the “Managers, Working Together to Prevent Psychosocial Risks” and “Managers’ Memento” guides for leading discussions on psychosocial risks
- ◆ The “Preventing and Managing Situations of Aggression and Anti-Social Behaviour” procedure and a guide specifying everyone’s role and useful contacts
- ◆ Increased security services to ensure the safety of employees, for example, in car parks, on footpaths at night, etc.
- ◆ Raising awareness via passenger communication screens of the legal consequences of anti-social behaviour
- ◆ A **charter on the right to disconnect**, distributed in 2022, and an associated multi-year awareness-raising plan
- ◆ An interdisciplinary social monitoring network and points organised at Management Committee meetings

› ACTIONS TAKEN BY HUB ONE

- ◆ **Quality of Life in the Workplace Agreement**
- ◆ Social listening barometer: a short, fun and anonymous survey. This survey is carried out once every fortnight to help better understand the needs of employees and support them in their experience of life in the workplace. It covers ten pillars: working conditions, relationship with your manager, team spirit, recognition, training, innovation, pride of belonging, etc. Each survey is accompanied by some simple, practical tips on how to achieve greater fulfilment at work
- ◆ A digital workplace well-being platform offering weekly relaxation, personal development and sports activities since 2021 (seven activities per month, on average)

› ACTIONS TAKEN BY HOLOGARDE

- ◆ **“O accidents challenge”** safety policy: wearing PPE, work stations, gestures and postures, training, prevention plan, feedback on risks, safety briefings, including subcontractors
- ◆ Quarterly internal satisfaction surveys. Communication forums are also set up so that, each month, a member of staff can share information on their area of expertise with all other employees: technical, safety, etc.

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

› ACTIONS TAKEN BY TAV AIRPORTS

- ◆ Total compliance with applicable legal requirements
- ◆ Adherence to international social standards assessment criteria: ILO, International Finance Corporation (IFC) performance standards, European Bank for Reconstruction and Development (EBRD) performance requirements and Equator Principles
- ◆ Participation in the **UN Global Compact Business & Human Rights Accelerator**
- ◆ Within the framework of the Group's "**O accidents**" policy, investigations to:
 - identify the hazards likely to cause accidents in the workplace and occupational diseases;
 - analyse risks and opportunities;
 - provide a healthy and safe working environment for employees, passengers and subcontractors
- ◆ Occupational health and safety (OHS) policies in TAV Group companies drawn up by the **Health and Safety Committee** in place since 2019 within the sustainable

- development governance structure. The committee is made up of occupational safety experts and physicians who advise and support subsidiaries with the continuous improvement of health and safety in the workplace
- ◆ Monitoring accident frequency and severity rates through the OHS Committee. Quarterly and annual OHS performance reports are prepared for senior management by the head office health and safety team
 - ◆ Regular health checks are carried out on employees and monitored by doctors
 - ◆ **Occupational health and safety units created in all national airports.** Occupational safety specialists, occupational physicians and occupational nurses are managed in-house
 - ◆ Health and safety training sessions for all employees, both in Turkey and in other countries

› ACTIONS TAKEN BY AIG

- ◆ **ISO 45001 certification** on occupational health and safety integrated into policies, quality management, organisation and setting targets for accidents and incidents
- ◆ OHSAS³⁸ policy applicable to all areas of activity, including those relating to suppliers, contractors and stakeholders. In this policy, AIG undertakes to:
 - promote a culture of safety and comply with international best practice;
 - provide a safe and healthy working environment and monitor the health and well-being of employees, with specific monitoring for chronic illnesses;
 - set and regularly review occupational health and safety targets and ensure that the necessary resources are available for their implementation;
 - monitor the occupational health and safety compliance and performance of all employees, suppliers, contractors and stakeholders;
 - integrate OHS criteria into procurement processes;
- 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;
- recognise and promote a culture of safety and best practice through a Safety Award and by distributing a newsletter.

³⁸ Occupational Health and Safety Assessment Series

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

SPOTLIGHT ON KEY DEVELOPMENTS IN 2023

› WITHIN THE GROUP

Groupe ADP Key Controls Manual on Personal Safety³⁹: Group leaders wanted to strengthen internal control over personal safety, considered a major risk (unacceptable risk) for the Group⁴⁰.

The goal is to ensure there are standard, homogenous and consistent key controls throughout Groupe ADP. It applies to Aéroports de Paris and to level 1, 2 and 3 controlled companies. It can also be used as a reference tool for non-controlled companies.

The “Zest Me Up” trial, a digital system for listening to employees and gathering suggestions on company projects within Aéroports de Paris, TAV Airports and AIG. This system aims to provide a regular overview of the social climate and involve employees in the life of the Group.

Two waves of surveys took place in 2023. The latter dealt with changes and priority projects expected in terms of work organisation, operating methods, employee services and the “future of work”.

³⁹ A key control is a control that is essential for providing reasonable assurance of detecting, preventing and correcting risks that could lead to a significant lack of internal control. It is standardised for all Group companies.

⁴⁰ For more information, please refer to the Group risk map in the Universal Registration Document.

› WITHIN AÉROPORTS DE PARIS

The “Prevent to Succeed” programme

An assessment of risks and our operations has led to the creation of a multi-year action plan based on some priority strategies.

Actions implemented include:

- ◆ disseminating and integrating a safety policy and associated golden rules;
- ◆ dedicated managerial support at the highest level. At the end of 2023, the Chairman & Chief Executive Officer and members of the Executive Committee attended a training session on field safety visits, which will be rolled out to all managerial staff, in order to:
 - help identify actions to improve safety;
 - promote better knowledge of the field;
 - encourage people to speak out on issues that may have a wider impact on quality of life and working conditions;
- ◆ dedicated managerial support with several modules, including *onboarding*, prevention, culture of safety, culture of fairness;

- ◆ digital optimisation to follow up on near misses, dangerous situations and site visits;
- ◆ targeted awareness-raising campaigns:
 - safety workshops on World Health and Safety Day, including a neuroscience and safety conference, a risk hunt, PPE, working at height and confined spaces, etc.;
 - an escape game based on working at height, ergonomics and working on screens;
 - road safety awareness with the police and the driving game – a giant game board with a road safety expert;
 - coffee and safety flashes;
 - a handbook for work-study apprentices and their supervisors.

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

FOCUS

PREVENT TO SUCCEED

The “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. An assessment of risks and our operations has led to the creation 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 movements

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.



Understanding conflicts better means protecting everyone's well-being

Internal and external psychosocial risks

These risks have a major impact on the health of individuals and company operations. 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 stakeholders.



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. Electrical risk prevention is based, on the one hand, on ensuring the safety of electrical installations and equipment and, on the other hand, on complying 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

Subcontractor accident risk prevention

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

NEW FOR 2023



Harmonising and strengthening a culture of prevention at all levels and in all company processes

Culture of prevention

Occupational risk prevention is not an institutional programme. Above all, it is a collective project in which everyone plays a fundamental role.

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

KEY FIGURES 2023

51.22%

**PARTICIPATION RATE
IN OUR QLWC SURVEY**

The Quality of Life and Working Conditions (QLWC) survey carried out at the end of 2022 among all employees enabled us to return to a process of listening to employees about their perceptions of life at work and the company.

The results were shared in the first half of 2023 and **multi-year action plans have been drawn up at two levels.**

At company level, a video shared with all employees set out:

- ◆ areas of support: remote working, respect, strategic areas of focus, autonomy and managerial proximity;
- ◆ areas for improvement: recognition, workload, support for change, careers and work stations.

In order to deepen the quantitative analyses and identify possible courses of action, 12 focus groups were conducted with employees from across all departments. This helped formulate our interdisciplinary action plan.

In addition, by communicating the results from each department to individual teams, we have been able to gather suggestions for local action. Each department is consolidating an action plan in line with its assessment of psychosocial risks in the integrated occupational risk assessment document and its employee support initiatives.

Preventing psychosocial risks

- ◆ An action plan on preventing psychosocial risks and supporting employees is presented to the Executive Committee, the Board of Directors' CSR Committee and the Board of Directors itself on an annual basis.
- ◆ Ongoing training:
 - integrating human factors and psychosocial risks into occupational risk prevention: almost 200 employees were trained in 2022-2023;

- preventing and managing anti-social behaviour in the workplace for employees who work with the public;
- new training topic in 2023: “managing the legal side of psychosocial risks” for 286 employees;
- ◆ Giving managers and HR officers reference guides on leading discussions with a psychosocial dimension
- ◆ A psychological support system for employees in the event of a crisis, providing assistance to individuals and groups, as required. The unions asked for this support to be put in place following two serious events in 2023 involving subcontractors
- ◆ A listening to employees (special crisis) exercise carried out at the end of 2022/ beginning of 2023 following proposals from the Ethics Committee (see page 21)

A **new remote working agreement** was signed in 2023 for a period of three years, renewable for a further year. It aims to make remote working simpler, smoother and more secure, in line with existing principles and procedures, including equal treatment, preserving social ties, reversibility and respect for privacy.

It sets out a new common frame of reference to be applied within each team. Its objectives are to:

- ◆ reconcile the preservation of social ties, the feeling of belonging, and a balance between time spent on site and working remotely;
- ◆ take into account the diversity of the company's operations, the needs of the collective and the expectations of employees.

Tools are available to help employees and managers understand the challenges of hybrid working, including Teams Events, webinars, and e-learning sessions.

HR support for transformation via themed Teams Events (with *replays available*) for managers.

- ◆ Season 1 in 2021: “managing uncertainty, remote communication and hybrid working to enhance performance and teamwork”.
- ◆ Season 2 in 2022: “mobilising yourself and your team in a changing context, keeping up the momentum in the long term”.
- ◆ Season 3 in 2023: “bringing your team to life in a changing world, understanding and dealing with your own workload and that of your team”.

Ensuring the health and safety and quality of life in the workplace of employees > Prevention and mitigation

Aéroports de Paris decided to take advantage of the 2024 Paris Olympic Games to encourage employees to take up individual or group challenges, launching a **call for sports or para-sports projects** throughout 2023. The projects selected by a panel made up of representatives from the Communications, Social Engagement and CSR Performance and Human Resources divisions received material and/or financial assistance.



KEY FIGURES 2023

7.1/10

**AVERAGE SCORE OF THE
FORTNIGHTLY SOCIAL LISTENING
BAROMETER WITHIN HUB ONE
(7.5/10 IN 2022)**

> WITHIN HUB ONE

Hub One updates its integrated occupational risk assessment document once every quarter. Annual appraisals now include a section on assessing workload and work/life balance.

Given the importance of business travel, road risk awareness training has been introduced for all employees using company cars.

> WITHIN TAV AIRPORTS

In 2023, TAV Airports published **its first Human Rights Policy**, in which the company commits to:

- ◆ provide a decent, accident-free, healthy and safe working environment that respects human rights;
- ◆ gather the opinions and suggestions of all employees through open and honest communication channels;
- ◆ comply with the local legal working hours and maximum weekly working hours, encourage employees to take regular breaks and holidays, and establish an efficient work/life balance;
- ◆ support employees' careers and personal development, and provide training and capacity-building activities as required;

- ◆ guarantee breaks, time off and an effective work/life balance.

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

- ◆ review subcontractor and supplier selection and assessment processes to include sustainable development;
- ◆ incorporate occupational health and safety requirements in subcontractor and supplier contracts;
- ◆ ISO 45001 certification of the occupational health and safety management system;
- ◆ launch a psychosocial risk assessment project.

In partnership with TAV Airports Holding's Internal Audit, Risk and Compliance Division, internal audits carried out within each company will now include a review of the parameters associated with occupational health and safety. This complies with the provisions of the Groupe ADP Key Controls Manual.

TAV Airports' "*Great Place To Work*" certification has been renewed for 2023-2024. The results are shared and used to create action plans.

> WITHIN AIG

AIG's Occupational Health and Safety Policy is part of the 2023-2025 HR strategy.

In 2023, AIG:

- ◆ continued the annual employee satisfaction survey;
- ◆ formalised a guide/guidelines on managing chronic illnesses in the workplace;
- ◆ carried out its annual employee satisfaction survey on working conditions, health and safety, list management, health insurance, etc.

Ensuring the health and safety and quality of life in the workplace of employees

MONITORING SYSTEM

There were no fatalities due to work-related accidents or occupational diseases.

For Aéroports de Paris, both the frequency rate and severity rate of accidents in the workplace fell sharply in 2023. Travelling is still the main cause of accidents, and the number of commuting accidents increased.

Frequency rate in 2023:

- ◆ remains low for French subsidiaries (Hub One, ADP International, ADPi) and AIG;
- ◆ remains quite high for Extime Duty Free Paris;
- ◆ is declining for TAV Airports.

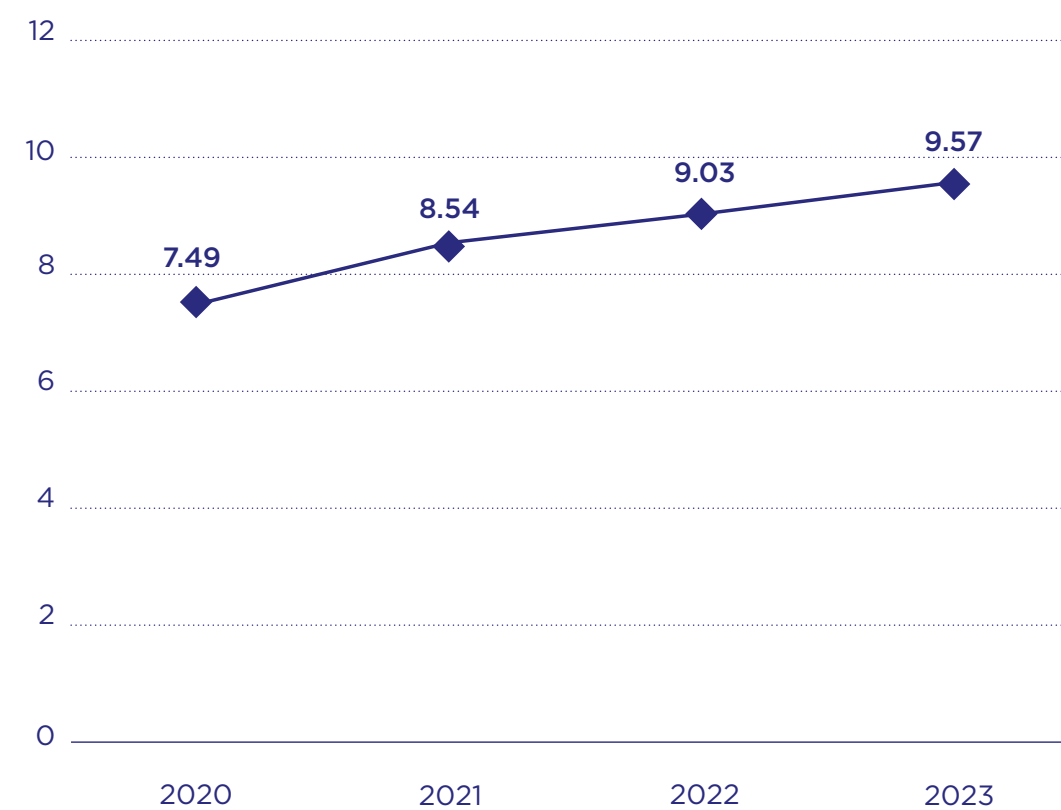
To ensure compliance with the requirements of **the Groupe ADP Key Controls Manual on personal safety**, the self-assessment campaigns (first line of defence) carried out by each entity/division in 2024 will be supplemented, as of 2025, by checks in the field to verify self-declarations (second line of defence).

At the end of this initial phase, an action plan will be drawn up by the CARE (Control, Audit, Risk, Ethics) officer to check any results under 100%.

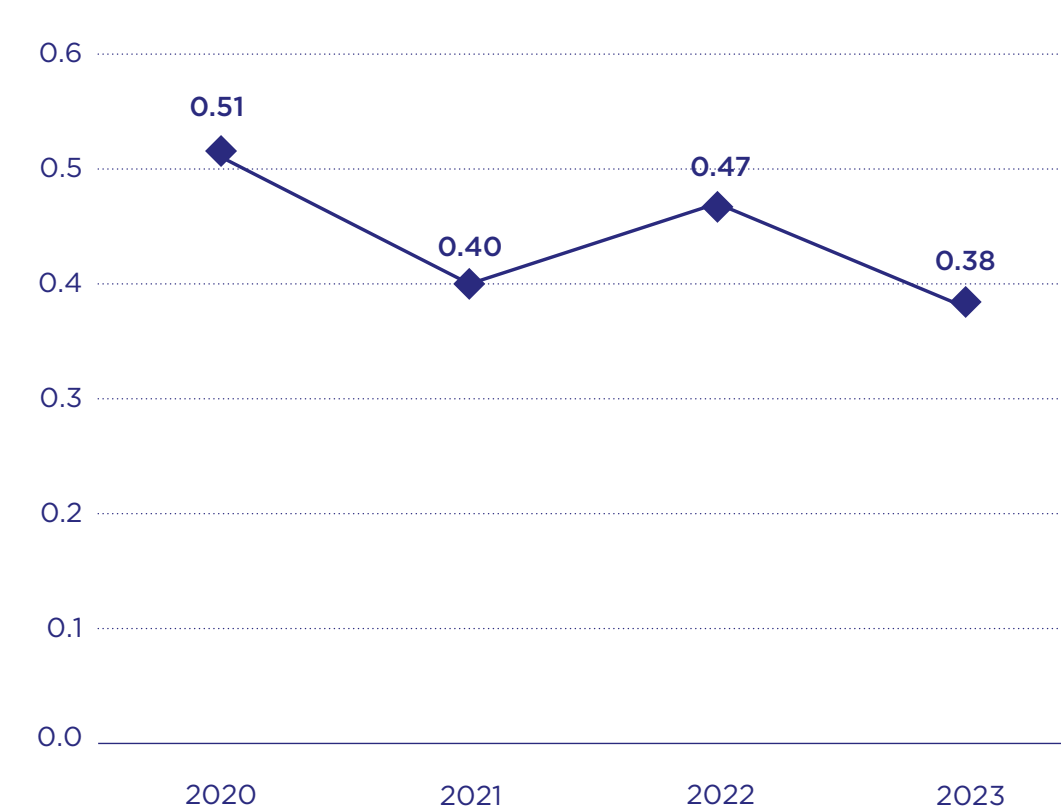
Personal safety checks cover the following processes:

- ◆ occupational risk prevention policy governance;
- ◆ subcontractor management;
- ◆ regulatory training;
- ◆ integrated occupational risk assessment document (or equivalent);
- ◆ personal protective equipment management;
- ◆ evacuation management plans in workplaces and public buildings.

Group frequency rate

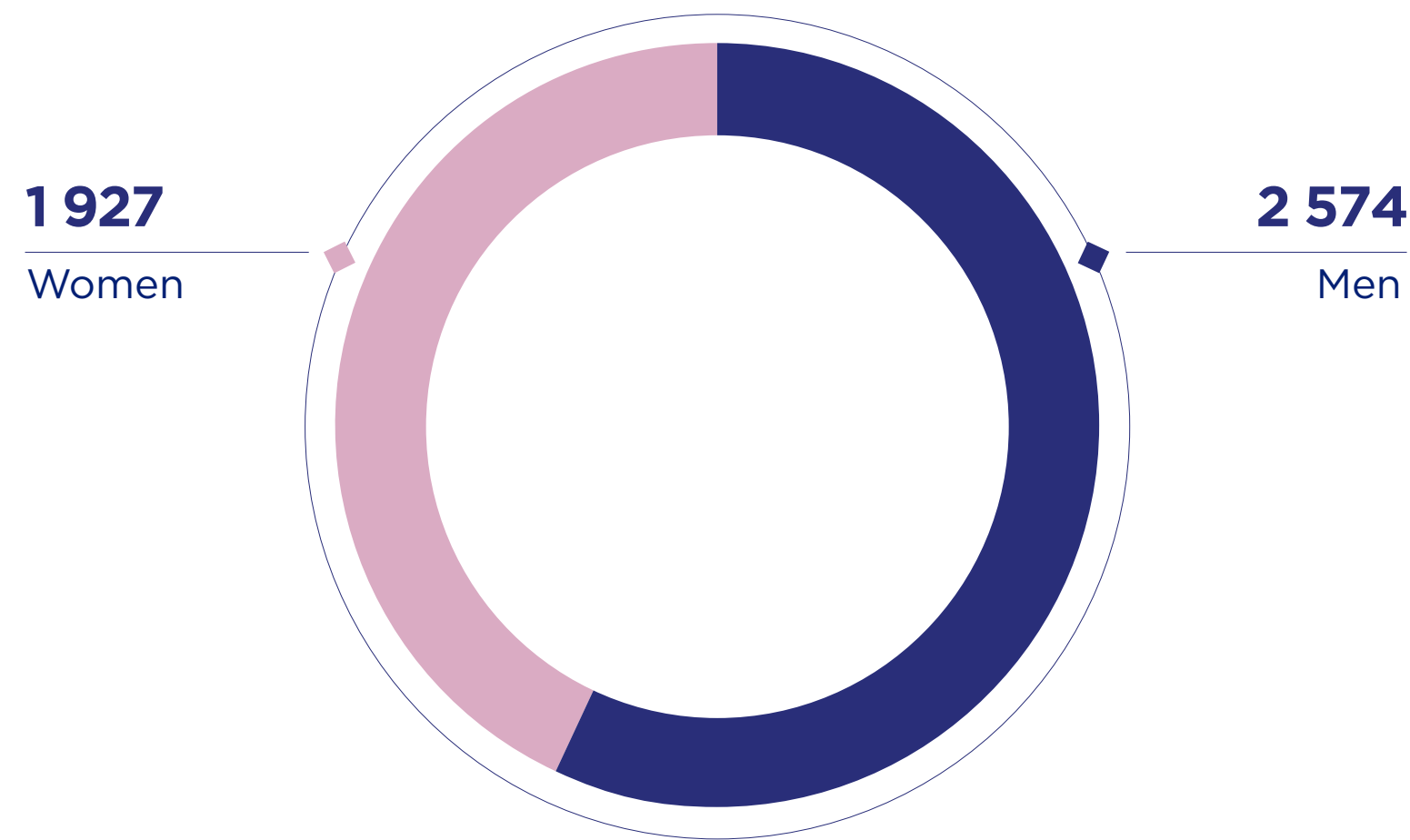


Group severity rate

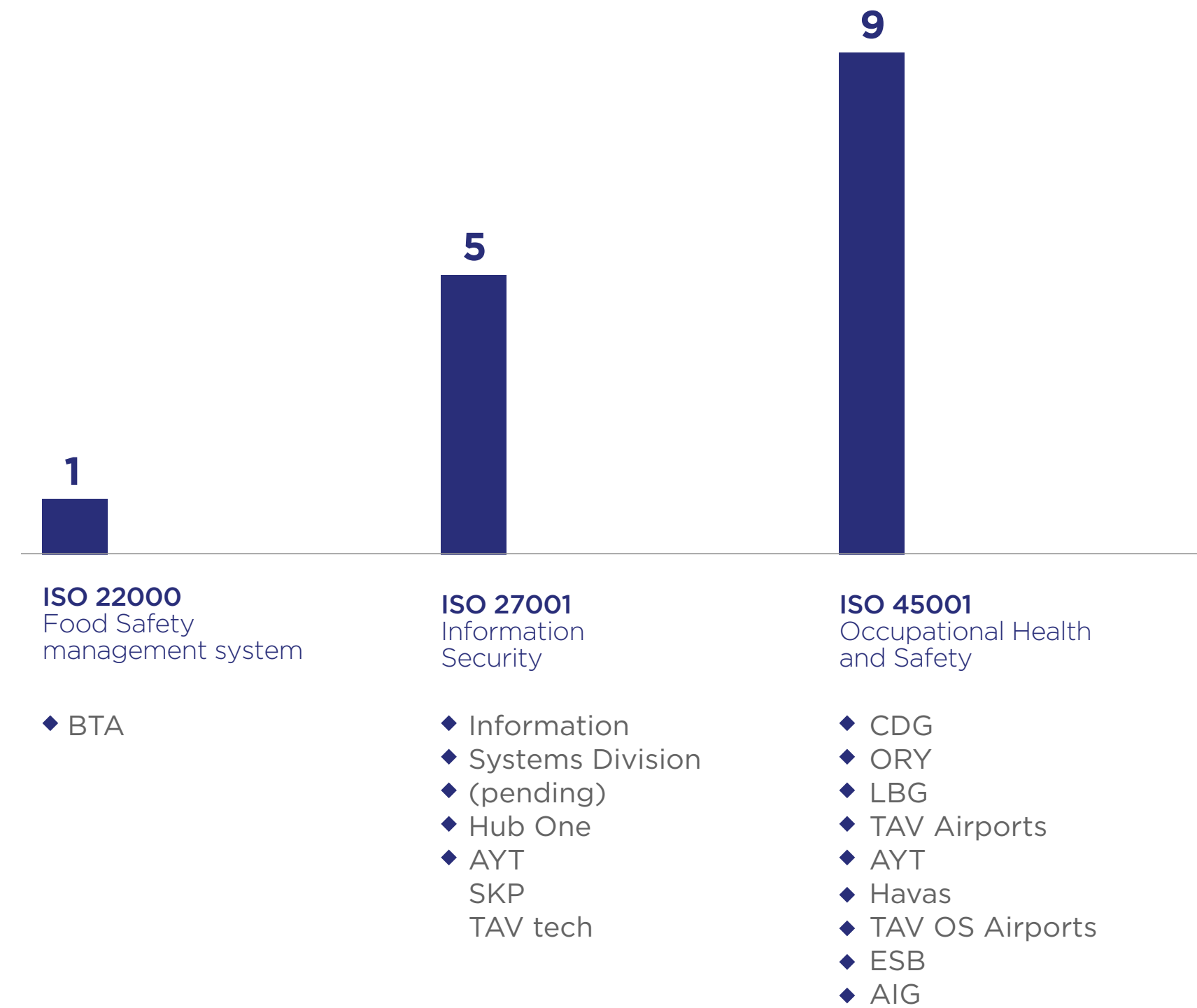


Ensuring the health and safety and quality of life in the workplace of employees > Monitoring system

Number of employees working remotely in 2023 at Group level



Number of ISO certifications



In addition to reporting from prevention officers in each entity, health and safety risk assessments and prevention and mitigation actions implemented in response are monitored:

- ◆ at Economic and Social Committee level for companies based in France;
- ◆ by OHS committees for subsidiaries based outside France.

Quality of life at work

13 TAV Group companies appear on the *Great Place to Work* list, based on employee evaluations of 60 criteria across five different categories. Ankara Esenboğa Airport is ranked as one of the “Best Employers in Anatolia”.



Ensuring the health and safety and quality of life in the workplace of employees

CONTINUOUS IMPROVEMENT APPROACH

› WITHIN AÉROPORTS DE PARIS

- ◆ Within the framework of the fifth component of the “Prevent to Succeed” programme, “Culture of Prevention”, from 2024, Aéroports de Paris will be rolling out a new Health and Safety Policy, at the heart of which are:
 - specific instructions and support for managers, with a push from the highest level;
 - objectives such as “zero serious or fatal accidents”, a long-term reduction in accident rates and control over our major risks;
 - golden safety rules and exemplary operational requirements for everyone on a daily basis.
- ◆ A continuation of individual and group support initiatives for employees who have been exposed to serious events, including attacks, assault, serious accidents, the death of a colleague, etc.
- ◆ Strengthening occupational health and safety teams in conjunction with employee representatives
- ◆ A continuation of actions aimed at promoting a better work/life balance: development and support for hybrid working, common benchmarks for sensible use of digital tools, preserving the right to disconnect and representation, etc
- ◆ The roll-out of a multi-year action plan at two levels (interdisciplinary and local) as a follow-up to the QLWC survey



A team of technicians at the Thermo-Electric Refrigeration Plant, Paris-Orly
© Gwen Le Bras for Groupe ADP

Developing accessible and multimodal airports

In the “2025 Pioneers” strategic roadmap, Groupe ADP set the target of becoming a pioneer in multimodal services. To achieve this, we need to:

- ◆ promote and improve access to airports via public transport and connections between different modes;
- ◆ make travel within the airport more fluid by reducing the use of cars and encouraging public transport, new uses and connections between them;
- ◆ encourage rail and air travel and rail-to-air connections;
- ◆ aim for universal accessibility within airport facilities.

RISK DESCRIPTION

Among the obstacles to making our airports more appealing – both to passengers and when recruiting and retaining employees (particularly rarer profiles) – are:

- ◆ the distance from towns;
- ◆ access and accessibility difficulties for people with disabilities or reduced mobility when using public transport;
- ◆ the lack of fluidity between connections and within terminals.

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

Mobility when it comes to accessing employment is an important factor in social cohesion and the attractiveness of a region. Developing facilities to improve long-distance intermodality and regional and local multimodality requires:

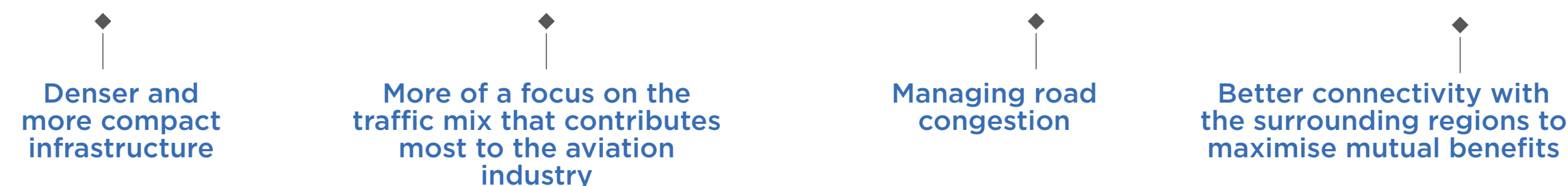
- ◆ taking account of the transport footprint in different areas;
- ◆ a desire within the Group to move towards operations that have zero environmental impact.

OUR PROMISE

To offer every passenger the opportunity to choose the mode of transport with the least environmental impact, whatever the destination: active modes, bus, train, carbon-free aircraft, etc.

OUR APPROACH

Creating integrated multi-modal hubs, the new heart of our airports



Risk management policies and measures

- ◆ A Group strategy and targets for sustainable multimodal hubs⁴¹
- ◆ A Group strategy to promote connectivity between Paris airports (see pages 12 and 51)
- ◆ Compliance with local and international standards
- ◆ HR and mobility policies and measures

KEY FIGURES 2023

10%
OF PASSENGERS AT OUR PARIS AIRPORTS HAVE A DISABILITY, whether visible or hidden, i.e. almost 9 million people in 2022. Just 1-2% of passengers use our assistance service.

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Creating responsible multimodal hubs

Multimodality, Joint Employer Mobility Plan and car sharing (see page 43).

Universal accessibility:

Since 2008, Aéroports de Paris has been providing assistance to people with disabilities and people with reduced mobility (PRM) at Paris airports⁴². In 2022, Groupe ADP committed to a broader approach to the accessibility of facilities and services.

The accessibility of our facilities is part of a major social challenge: the need for people with disabilities to be able to live independently. Assistance must be available as an option when passing through our facilities. Work on universal accessibility focuses on five key areas:

AREA	DETAILS
PROVIDING INFORMATION AND HELPING PASSENGERS PREPARE FOR THEIR JOURNEYS IN ADVANCE	Clear and accessible information on the Paris Aéroport website prior to travel, so that passengers can prepare for their journeys with full autonomy, whatever their disability.
IMPROVING OUR SERVICES FOR PASSENGERS WITH DISABILITIES	Our hospitality approach is structured around disability training and awareness-raising for all members of the airport community.
MAKING IT EASIER FOR PEOPLE WITH DISABILITIES TO GET AROUND AND LIVE INDEPENDENTLY	Improving autonomous mobility solutions, such as: <ul style="list-style-type: none">◆ guidance;◆ journey accessibility;◆ ensuring people can use their wheelchairs to and from the aircraft door.
INTRODUCING SERVICES TO MAKE OUR AIRPORTS ACCESSIBLE AND COMFORTABLE	Developing a range of services to promote independence, such as: <ul style="list-style-type: none">◆ changing rooms for adults;◆ sensory rooms for people with cognitive, psychological or intellectual disabilities;◆ offering sunflower lanyards, enabling airport staff to recognise passengers with hidden disabilities and offer them specific assistance, etc.
IMPROVING THE ASSISTANCE SERVICE PROVIDED BY GROUPE ADP	Actions aimed at continuing to improve the operational efficiency of the assistance service and the quality of service, including comfortable waiting areas, reassurance, uniform hospitality, etc.

⁴¹ See “2025 Pioneers” strategic roadmap, “2025 Pioneers For Trust” CSR strategy and the 2021 and 2022 vigilance plans.

⁴² Under Regulation (EC) No 1107/2006 of 5 July 2006

Developing accessible and multimodal airports > Prevention and mitigation



ACCESSIBLE GAMES

Ten practical steps in ten months. That was the action plan signed on 20 September 2023 by Jean Castex, CEO of RATP, Jean-Pierre Farandou, CEO of SNCF, and Augustin de Romanet, Chairman & Chief Executive Officer of Groupe ADP, to ensure we deliver accessibility for the Paris 2024 Olympic Games.

Groupe ADP has undertaken to step up employee training for those working with people with disabilities and to make it possible for all passengers to use their wheelchairs until they reach the door of the aircraft.

In late 2023, Paris-Orly managers organised an awareness-raising event for the airport community on the specificities of welcoming people with disabilities, with the help of Ludivine Munos, a former French Paralympic swimmer.

“It’s about turning the page in how we see disability in the airport environment”, explains Ludivine.

For Groupe ADP, this ambition implies a need for coordination between various stakeholders and support for the airport community in raising collective awareness.

The Group is seizing the opportunity offered by the Paris 2024 Olympic Games to take a step towards more inclusive airports for people with disabilities and therefore leave a real legacy.

- ◆ By summer 2024, 100% of Aéroports de Paris employees and partners operating at Paris airports will have been trained in serving people with disabilities.
- ◆ Paris-Orly and Paris-Charles de Gaulle will be the first airports in France to offer adult changing rooms.
- ◆ Groupe ADP has committed to allowing passengers travelling through Paris airports who use wheelchairs to keep their wheelchairs until they board, and to collect them when they leave the plane.

› ACTIONS TAKEN BY TAV AIRPORTS

Starting with Istanbul’s Atatürk Airport, TAV Airports Holding has implemented **“Barrier-Free Airport”** practices, which have been presented as an example at a United Nations forum in New York, to meet the needs and expectations of disadvantaged groups and create a travel experience accessible to all.

This model was successively applied to Ankara Esenboğa and İzmir Adnan Menderes airports. Over time, it has been extended to all the airports served by TAV, becoming an integral part of the design of our new airports.

Accessibility has been improved by making specific equipment available to people with reduced mobility, using audio systems and training staff in the basics of sign language.

Developing accessible and multimodal airports

MONITORING SYSTEM

Groupe ADP's teams ensure compliance with accessibility regulations, particularly for people with disabilities, on all new building projects and when converting existing buildings throughout our airports. Detailed diagnostics on **the regulatory accessibility of our infrastructure** began in June 2023.

To support Aéroports de Paris' move towards universal accessibility, meetings of the **Advisory Committee for People with Disabilities** have been held every two months since the end of 2023.

⁴³ "AAC provides solutions to anyone with complex communication difficulties so they can express themselves, understand and be understood" – Issac Francophone definition.

CONTINUOUS IMPROVEMENT APPROACH

To mark International Day of Persons with Disabilities, and in support of the Anne de Gaulle Foundation, **Paris-Charles de Gaulle was renamed Paris-Anne de Gaulle Airport for a week.**

For Groupe ADP, this symbolic gesture marked the beginning of a general mobilisation on accessibility. Significant improvements are being made, but much remains to be done.

One year on, the Anne de Gaulle Foundation and Groupe ADP are continuing their collaboration by rolling out solutions designed to help all passengers understand and express themselves.

New means of communication and dialogue need to be put in place in our airports. That's why the Anne de Gaulle Foundation is supporting Groupe ADP and our service providers to **develop Augmented Alternative Communication (AAC)⁴³ in Paris airports.**

This involves all the tools and strategies used to communicate in ways other than the spoken word.

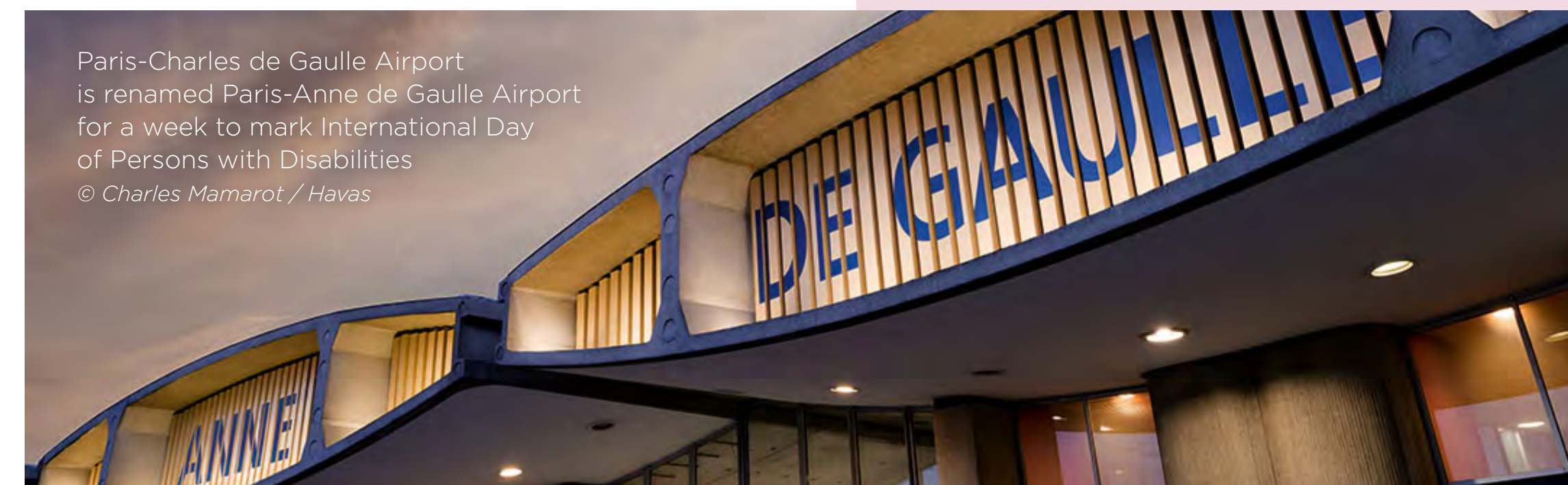
Throughout the first half of 2024, particularly with a view to the upcoming Paris 2024 Olympic and Paralympic Games, the Anne de Gaulle Foundation will harness the expertise of all the associations involved at national level in order to:

- ◆ carry out diagnostics;
- ◆ support staff training for those working in contact with passengers;
- ◆ assist with the introduction of solutions that will enable all passengers to make themselves understood and express themselves.



"We're thrilled to be pursuing the 100%-inclusive approach launched by the Paris-Anne de Gaulle initiative. The Foundation's ultimate goal is to transform society. Once again, we salute the boldness of Groupe ADP in making concrete and tangible the belief that a more supportive society is indeed possible".

Jean Vendroux,
Chairman of the
Anne de Gaulle Foundation



Paris-Charles de Gaulle Airport is renamed Paris-Anne de Gaulle Airport for a week to mark International Day of Persons with Disabilities
© Charles Mamarot / Havas

Being an attractive employer and offering rewarding careers

Groupe ADP is one of the few airport operators in the sector to cover the entire airport value chain. This diversity offers rich, dynamic and varied career paths.

RISK DESCRIPTION

With the upturn in activity, coupled with strong requirements when it comes to quality and a tight labour market, the company needs to adapt its resources and keep pace with the changes.

All parts of the business are experiencing strong growth, but there is also tension, particularly in security, where administrative conditions on recruitment have been tightened since May 2022.

Groupe ADP must also be vigilant about retaining key skills, particularly in operations, maintenance and engineering.

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

To attract and retain talent, the Group has:

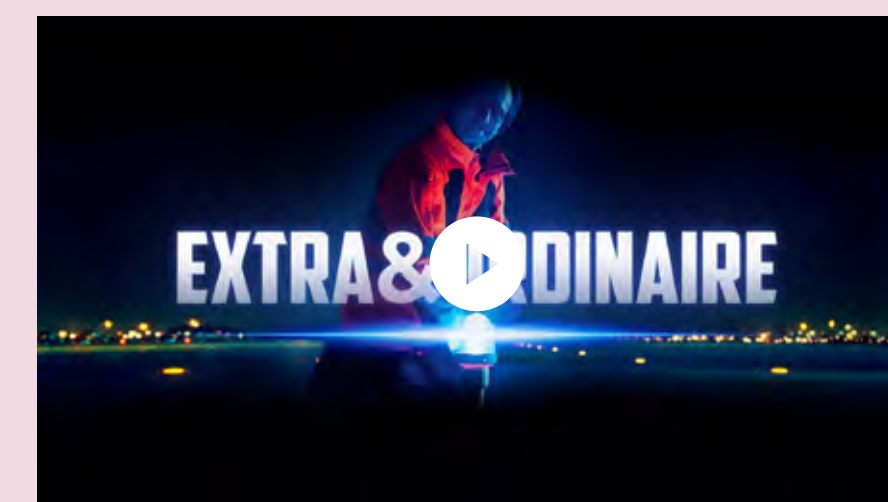
- ◆ a global HR policy based on the richness of careers with us;
- ◆ diversified, structured career paths, in particular through the use of pathways that encourage everyone's personal development;
- ◆ an international outlook;
- ◆ a CSR and citizen commitment strategy.

In 2023, communication was also stepped up to promote Groupe ADP's brand as an employer.

Risk management policies and measures

- ◆ HR policies, recruitment plans and skills development plans (or their equivalent)
- ◆ Recruitment plans and induction programmes, *onboarding* new recruits
- ◆ HR support, including training, advice, occupational health services, social workers, etc.

EXTRA&ORDINARY CAMPAIGN



Groupe ADP's 2023 TV campaign featuring Group employees who make air travel possible.

Being an attractive employer and offering rewarding careers > Prevention and mitigation

Internal transfers allow synergies to be created between the different entities. Managers with an international outlook benefit from bespoke support:

- ◆ Pre-expatriation support: pre-departure interviews, medical check-ups, local discovery trips, personalised training programmes;
- ◆ One-to-one support on location, and in preparation for returning from assignments.

Our human resources colleagues primarily work **to build international talent pools**, from France to other Group companies and vice versa.

During annual appraisals and career reviews, employees can apply for international opportunities.

By the end of 2023, 360 applications had been received since 2022, 112 employees had been approved and interviewed, 79% of whom joined the pool.

The second objective is to **increase opportunities for international placements** by anticipating the career paths of top managers, creating opportunities for *middle management*, and creating assignments and placements via the Graduate Programme.

Employees have the opportunity to take up three types of international placements, based around four 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.

“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!”***

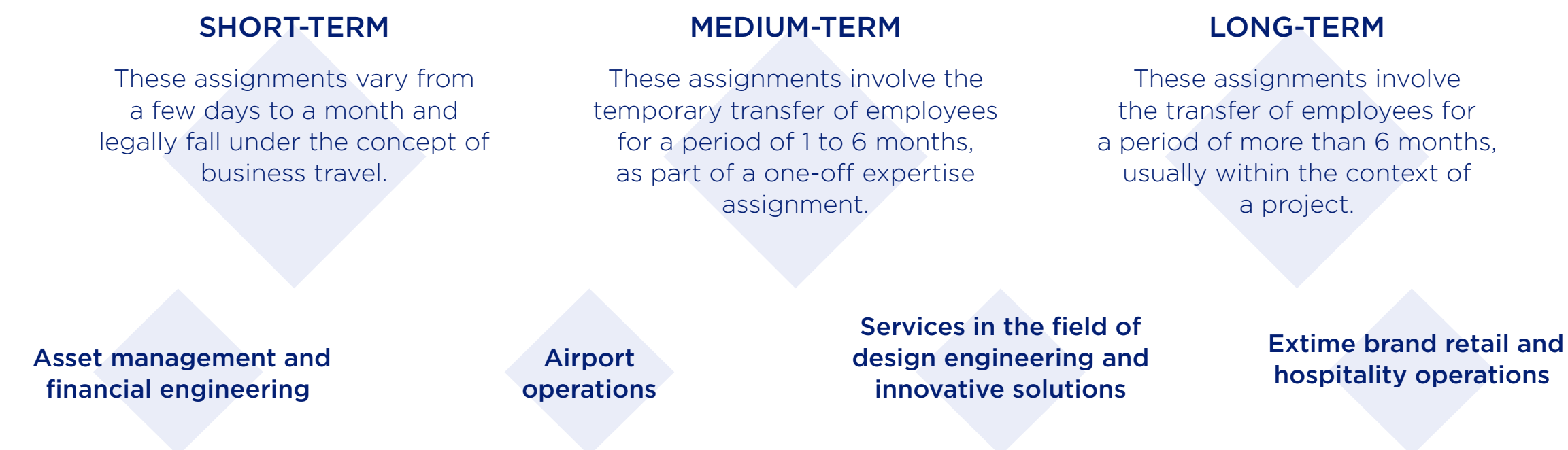
Magali
Airport Operations Manager

Experience abroad also enables employees to:

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

This entire structure around mobility goes hand-in-hand with our international culture.

- ◆ For all employees: intranet communication on activities and news
- ◆ For HR and managers: communication and awareness-raising (HR cafés, HR Division and HR manager *masterclasses*, ADP International executive seminars, etc.)
- ◆ For internationally mobile employees: specific support is compulsory in the form of training sessions on:
 - country-specific safety and security;
 - intercultural and linguistic aspects;
 - ethics and compliance.



Being an attractive employer and offering rewarding careers > Prevention and mitigation

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

A sustained recruitment plan to support the upturn in traffic and the new challenges ahead of “2025 Pioneers”.

ADAPTING RESOURCES: ORGANISATIONS AND CORRESPONDING WORKFORCE, RECRUITMENT REQUIRED AFTER DEPARTURES IN 2021 AND 2022

DEVELOPING APPEAL AND BRAND AS AN EMPLOYER

INTEGRATING GROUP-WIDE MEASURES

PURSUING EFFORTS AROUND EQUALITY, INCLUDING THE COMPONENTS DETAILED HERE

Since 2022, large-scale recruitment has been based on:

- ◆ internal mobility: 56.6% of positions were filled internally in 2023 (388 transfers) and 73.8% in 2022 (840 transfers);
- ◆ external recruitment: almost 600 new recruits in 2022, 531 in 2023.

Career management at Aéroports de Paris is structured by the 2022-2024 **GEPP Agreement (Employment and Career Management)** unanimously signed by the representative trade unions. It is based on **a new set of job descriptions: 300 roles in over 90 disciplines** grouped according to their purpose and similar skills.

Mapping these 90 disciplines allows us to:

- ◆ lead HR efforts by prioritising careers and skills management;
- ◆ target efforts on critical roles: shortage/transformation/availability;
- ◆ measure the impact on operations: minor, moderate, major risks.

11 career paths allow us to:

- ◆ set out a shared vision of changes in jobs and skills;
- ◆ have a map of resources;
- ◆ establish skills development plans;
- ◆ organise and lead career paths.

Vocational training is structured around four **areas of focus, in connection with the GEPP Agreement:**

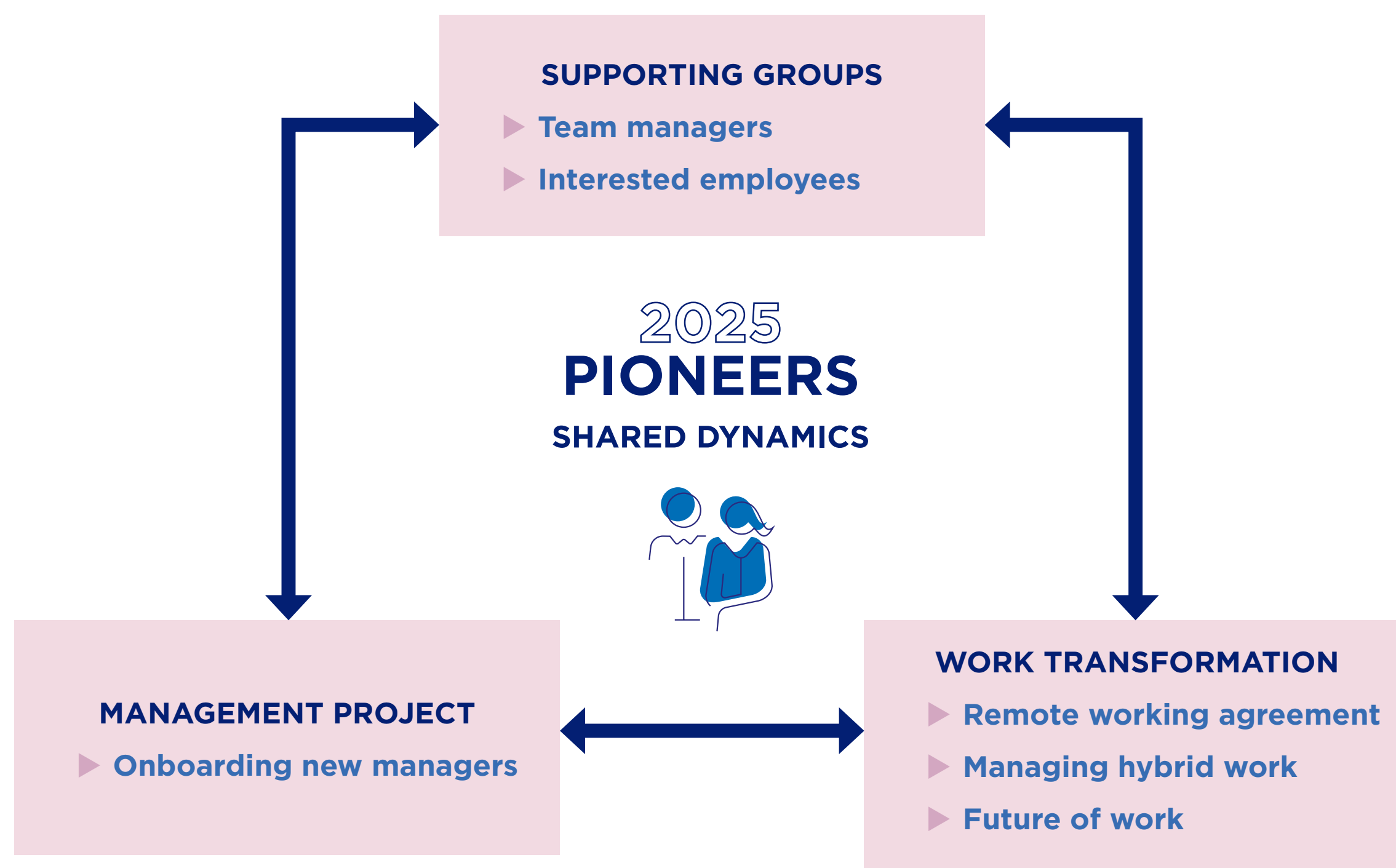
- ◆ educate and train all employees about our business, our culture and our challenges;
- ◆ strengthen managerial skills in transformation;
- ◆ develop the expertise of our teams;
- ◆ support employees with training courses linked to regulatory requirements and changes in the environment.

The Graduate Programme is a career path that guides talented young people towards managerial, project management or expert roles. It includes three eight-month assignments, one of which may be international, at the end of which a permanent position is offered. The resulting professional experience is rich and diverse, and provides in-depth knowledge of the Group.

Being an attractive employer and offering rewarding careers > Prevention and mitigation

Launched three years ago, the **Managerial Support Programme** offers the opportunity to take part in co-development groups, practice-sharing workshops and themed webinars.

SUPPORTING CULTURAL, INDUSTRIAL AND MANAGERIAL TRANSFORMATION



› ACTIONS TAKEN BY EXTIME DUTY FREE PARIS (EDFP)

To deal with the difficulties associated with the pandemic, EDFP implemented an **employment protection plan**. In 2023, with the upturn in activity, EDFP carried out a large number of recruitment drives and internal transfers at a time when the jobs market is very tight, particularly in the retail sector.

The aim is to continue the ongoing convergence and return to sales levels achieved in 2019. Growth is being driven by the rollout of the Extime brand in Paris airports.

Faced with these challenges, the management team set out the fundamentals of their HR strategy:

- ◆ an attractive and dynamic pay policy against a backdrop of inflation. A desire to reward individual and collective commitment and performance;
- ◆ developing the company's brand as an employer in line with the new Extime identity, in order to be recognised on the jobs market and attract, recruit, train, bond with and retain employees;

- ◆ rolling out the CSR Policy as a driver of employee commitment;
- ◆ putting people at the heart of our business plan.

Extime Duty Free Paris has acquired an **HR information system**, due to be deployed in 2023. Employees will enjoy direct and immediate access to all their personal and work-related information. They will have a say in their own career paths.

› ACTIONS TAKEN BY HUB ONE

Hub One is continuing its efforts to attract and retain talent and develop its brand as an employer:

- ◆ digital employee integration system;
- ◆ work-study apprentice days;
- ◆ “welcome to the jungle” recruitment platform;
- ◆ promoting female profiles in technical and digital roles;
- ◆ referral bonus;
- ◆ training for managers and sales staff.

Job and skill descriptions were updated in 2023 and the process will continue in 2024. Areas of potential mobility and career paths are now suggested. All scheduled interviews were carried out for this purpose.

Being an attractive employer and offering rewarding careers > Prevention and mitigation

Transfers between business units continue. Succession plans have also been drawn up, identifying key positions and the support required.

The **strategic areas of training identified for 2023-2026** will support:

- ◆ Hub One's growth to become a benchmark operator: industrial 5G, digitalisation, strengthening technical skills, product and service offering, CSR;
- ◆ synergies between the four business units: a shared financial, commercial, managerial and project management culture.

› ACTIONS TAKEN BY HOLOGARDE

Hologarde has introduced an *onboarding* process for new recruits and a passport for meetings with the teams.

› ACTIONS TAKEN BY TAV AIRPORTS

TAV Airports is developing initiatives to recruit and retain talent in roles where there are difficulties filling vacancies, particularly in the IT sector.

To ensure the successful integration of new employees, **an orientation programme has been introduced, as well as a mentoring system**. New arrivals are introduced to other employees in similar positions in all other companies. They are monitored by the human resources team.

TAV Airports in Turkey is also anticipating the skills needed for the future.

To create the conditions for professional mobility, employees are made aware of assignments and vacancies. As part of the talent management project, the entire TAV Group pool offers numerous opportunities for promotion and mobility.

Each year, promotion requests from within all TAV Airports companies are consolidated by TAV Holding. All applications are assessed in a transparent manner and retained by TAV Holding's Human Resources Division.

TAV Airports has developed three talent management programmes since 2022:

- ◆ **the Eduport project**, to analyse general training needs;
- ◆ **NTAV, a career opportunities project for young people**. Meetings are organised with student groups from leading universities. Projects focused on critical areas, such as water and waste management in airports, in line with TAV Airports' strategy;
- ◆ A **talent pool** fuels personalised development programmes, building the qualifications of both current and future leaders. This project includes a programme for people who have successfully completed the NTAV project and are graduates of leading universities. Development opportunities are also available, including internal mentoring, participation in projects and rotations. Career opportunities are offered to those who successfully complete and submit their work.
- ◆ **TAV Studio works to create a dynamic and entrepreneurial employee community** by providing opportunities to discover TAV's culture and operations, explore designated areas of interest and come up

with innovative ideas. This programme aims to develop internal projects aligned with the company's strategies, improving processes and introducing new solutions that reflect industry trends and market dynamics.

Intra-group mobility at TAV Airports can be horizontal, vertical or international and is coordinated by TAV Holding's Human Resources Division.

› ACTIONS TAKEN BY AIG

As the largest employer in its sector, AIG faces challenges recruiting, retaining and motivating its employees.

AIG's "Embracing Change" strategy is based on three main pillars:

- ◆ evaluating and reorganising HR practices to better serve future plans;
- ◆ implementing talent management practices, a real opportunity to "build capacity from within";
- ◆ improving the corporate culture and working environment.

Being an attractive employer and offering rewarding careers > Prevention and mitigation

The development of career paths began in 2023 will continue in 2024, in conjunction with training and development programmes, which are accessible to all employees, in order to:

- ◆ prioritise internal mobility;
- ◆ promote opportunities for secondments/ mobility within the Group;
- ◆ encourage interdisciplinary or individual projects to add value and enrich the employee experience.

Significant demand in the local market has put pressure on AIG's IT teams, accompanied by a significant rotation and redistribution of resources. Specific actions are being taken to reduce these pressures, such as increasing the critical IT workforce by 20% to cope with potential staff departures.

AIG also took part in a salary market study to re-evaluate IT role gradings and improve the visibility of its offers on the jobs market, in order to strengthen its pool and attract talent (internships, involvement in government skill development programmes).

- ◆ A comparison of salaries against the jobs market was carried out by a third-party organisation to guarantee AIG's external competitiveness and fairness. The results will be taken into account in 2024 to bring the company in line with the market
- ◆ A new method of classification has been implemented to ensure internal equity between jobs
- ◆ The performance management and employee appraisal process has been amended to:
 - improve internal control;
 - fine-tune annual raises: a new assessment could be introduced in 2024. The Airport Horizon Award was introduced to recognise exemplary conduct in relation to performance, ESG activities and AIG's values.

MONITORING SYSTEM

KEY FIGURES 2023

5,764

**PEOPLE HIRED ON
PERMANENT CONTRACTS
WITHIN THE GROUP**

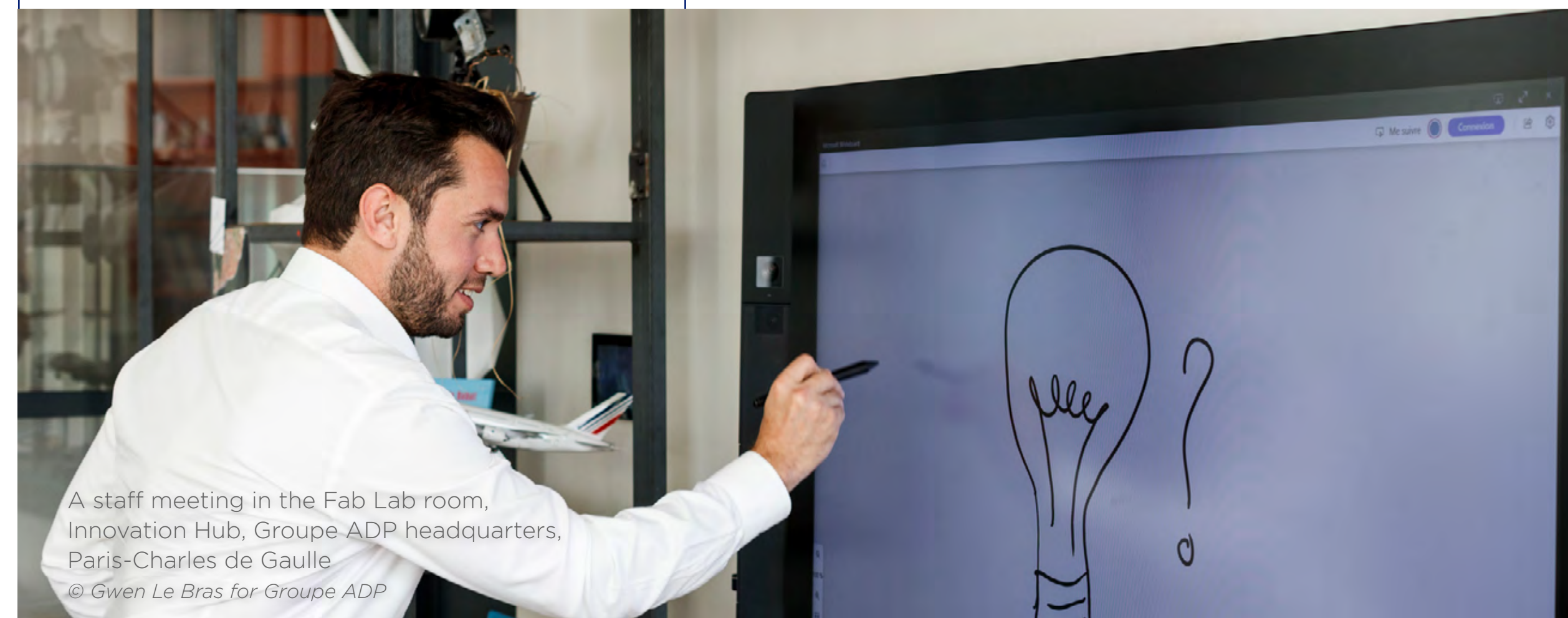
34 hours

**OF TRAINING, ON AVERAGE,
PER PERSON TRAINED (GROUP)**

CONTINUOUS IMPROVEMENT APPROACH

Discussions on the GEPP Agreement took place in 2023 within Extime Duty Free Paris (EDFP) and Hub One.

Actions undertaken by the Group and our various entities will continue in 2024. EDFP will continue discussions on the GEPP Agreement in connection with the rollout of the Human Resources Information System, while Hub One will negotiate a method agreement.



A staff meeting in the Fab Lab room,
Innovation Hub, Groupe ADP headquarters,
Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP

Promoting diversity, equality and inclusion

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

RISK DESCRIPTION

As an international group, we have to take account of national legislation. The criteria for discrimination, including indirect discrimination, vary from country to country.

All of the Group’s entities agree on commitments and *processes* based on:

- ◆ equality or fairness of treatment and opportunity;
- ◆ promoting diversity;
- ◆ inclusion.

PREVENTION AND MITIGATION

Groupe ADP guarantees equal treatment based on skills and experience at all stages of professional life. We work to establish upstream partnerships with schools and training organisations to encourage diversity in recruitment.

The Group makes decisions based on transparent and objective criteria to prevent any discrimination, and ensures compliance with the principles of equal treatment and inclusion. We also promote, within our teams and with our partners, a Code of Conduct based on honesty, fairness and respect for others.



Female Groupe ADP maintenance technicians featured in our latest recruitment campaign!
 © Philippe Stroppa – campaign produced by Artefact 3 000

Promoting diversity, equality and inclusion > Prevention and mitigation

› ACTIONS TAKEN BY THE GROUP

Risk management policies and measures

- ◆ HR policies and programmes, diversity
- ◆ Group Code of Conduct, Ethics & Compliance programme and whistleblowing system
- ◆ Programmes and partnerships:
 - in favour of professional equality between men and women and increasing the number of women in technical and engineering roles;
 - with schools and universities.
- ◆ Employment rate of people with disabilities required by national regulations:
 - exceeded by Aéroports de Paris from 2018 to 2022, and by Sysdream (Hub One Group);
 - in progress within subsidiaries and controlled companies.

Universal Accessibility Strategy and Advisory Committee for People with Disabilities (see page 112 onwards)

In France

- ◆ Aéroports de Paris and Hub One have signed up to the Diversity Charter (in 2013 and 2014 respectively)
- ◆ Raising awareness/training those involved in recruitment in non-discrimination and professional equality
- ◆ Gender Equality Index
- ◆ Management and Economic and Social Committee advisors on harassment and sexist behaviour
- ◆ A network of “*Elles bougent*” female mentors to promote technical, IT and engineering roles among female secondary school and university students (Aéroports de Paris and Hub One)
- ◆ The “*Nos Quartiers ont du Talent*” tutor network up and running since 2015 (Aéroports de Paris and Hub One)

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Disability

Groupe ADP has been committed to disability issues for over 30 years. The first agreement in relation to employees with disabilities dates back to 1991. Greater consideration for family carers has also been included in the eleventh agreement signed in 2023. This agreement includes:

- ◆ an annual target of €800,000 spending with companies in the sheltered workshop sector;
- ◆ use of the sheltered workshop sector for all types of services, including maintaining green spaces, digitising plans, transporting letters and parcels, finishing work, etc. A new contract was signed in 2023 with Café Joyeux;
- ◆ employee support advisors, including disability officers, social workers and local HR officers;
- ◆ a specific survey on quality of life and working conditions;
- ◆ a specific appeals system open to employees.

Since 2019, Aéroports de Paris has been a member of #InclusionManifesto, which sets out ten operational commitments designed to promote the inclusion of people with disabilities in economic life

In 2023, a number of actions took place:

- ◆ a *workshop* organised by Paris-Orly managers to raise awareness among the airport community;
- ◆ “duoday” and European Week for the Employment of Persons with Disabilities, including an immersive experience of disability in virtual reality, IT work tools accessibility, awareness of Braille, as well as an introductory day for disability sports open to employees and young people from the Roissy area.

Promoting diversity, equality and inclusion > Prevention and mitigation

Gender equality

Groupe ADP has been committed to gender equality for over 20 years now. The first collective agreement on gender equality in the workplace having been signed in 2003.



A staff meeting in the Belaïa building,
Cœur d'Orly, Paris-Orly
© Gwen Le Bras for Groupe ADP

The seventh gender equality in the workplace agreement, signed within Aéroports de Paris in 2023, sets out four key areas for achieving parity within teams:

1. MOBILISING STAKEHOLDERS AND CHANGING ATTITUDES:

awareness-raising and training initiatives: school partnerships, Air Emploi “*Féminisons*”, Aérowork, advisors in the fight against sexual harassment and sexist behaviour;

- ◆ “0 tolerance” policy: a regulatory and disciplinary framework, definitions and examples of banned behaviours.

2. IMPROVING GENDER EQUALITY FOR ALL PROFESSIONS AND AT ALL LEVELS OF RESPONSIBILITY:

identifying high-potential employees, career development. “*Elles bougent*” and “*Féminisons*” programmes to motivate women to work in engineering and technical roles.

3. **ENSURING EQUAL PAY**, particularly during recruitment and appraisals. Make up for any unjustified gender pay gaps. The individual appeals system provided for in the 2020-2022 agreement has been kept in place⁴⁴.

4. STRENGTHENING FAMILY AND PARENTAL RIGHTS:

- ◆ identical pay during maternity and paternity leave;
- ◆ voluntary part-time parental leave with extra pay until children are six years old⁴⁵;
- ◆ crèche places;
- ◆ CESU funding;
- ◆ information sessions on parental leave both before and after the absence;
- ◆ drawing up a parenting guide.

⁴⁴ 26 requests and 13 adjustments made in 2023 compared with 16 and 10 in 2022 respectively.

⁴⁵ Instead of the statutory three years.

Pay gap and the management roadmap

- ◆ **Narrowing the pay gap:** an annual internal diagnosis is carried out each year to identify any pay gaps and close them.

This diagnosis is based on comparing the basic pay of men and women in comparable roles within the same job sub-family, as defined in the company’s job descriptions, and according to a specific five-year age bracket.

Women’s salaries are compared with the median salary for men to identify any discrepancies, with a tolerance of 5%. In the absence of any objective reasons for a difference in pay on the basis of these criteria, a specific salary adjustment will be made in favour of the employees concerned.

The first diagnosis was carried out at the end of 2023 for a pay adjustment on 1 January 2024. It affected 86 female and 66 male employees.

- ◆ **Implementation** in divisions: the Diversity Policy was presented to each Management Committee to establish roadmaps for each of the areas in which the company has made commitments, including workplace equality. From 2024 onwards, divisions

Promoting diversity, equality and inclusion > Prevention and mitigation

will present an annual report on their action plans to the Economic and Social Committee.

Awareness campaigns carried out in 2023

- ◆ International Women's Day
- ◆ Testimonies from female employees working in sectors where gender diversity is poor
- ◆ Co-hosting a workshop with the Paris&Co agency to look at the issue of women in the workplace:
 - Women's rights;
 - Sexism and sexual harassment in the workplace;
 - Inspiring testimonies from the Group's female mentors and committed male managers;
 - Collective intelligence sessions with Group work-study apprentices specially invited to this event.
- ◆ Promoting the stories of women with inspiring career paths within the Group⁴⁶ who have shared their passion and aspirations, etc.
- ◆ Groupe ADP female maintenance technicians featured in our latest recruitment campaign

- ◆ Eighth edition of the *Féminisons* competition with Air Emploi: Groupe ADP, a signatory to the eponymous charter, was competing for the first time in 2023 alongside a team of seven young women from Jorissen Secondary School in Drancy. The awards ceremony took place at the Paris Air Show at Paris-Le Bourget
- ◆ The Air Show also hosted an "*Elles bougent*" and a "*Féminisons*" stand.

Generations

With the GEPP Agreement of 14 April 2022, Aéroports de Paris is renewing its commitment to recruiting young people, particularly through the development of the work-study programme and the *graduate programme* (see page 117).

Induction courses have been set up and contacts have been nominated, with particular attention paid to their training.

The GEPP Agreement includes mechanisms that promote:

- ◆ access to accommodation: help finding social housing, *Mobili Pass*, *Loca Pass*, *Mobili Jeune*, etc;

- ◆ mobility: making vehicles available via the Papa Charlie Association.

Aéroports de Paris is developing a number of partnerships with apprentice training centres (CFA) and local initiatives with environmental resource centres. The company pays part of the apprenticeship levy:

- ◆ to organisations promoting careers, technological or initial vocational training, integration;
- ◆ to certain associations, such as *Apprentis d'Auteuil*, *École de la 2^{ème} Chance* and *Fondation pour un avenir ensemble*.

Provisions relating to employing senior citizens are also included in the GEPP Agreement. The aim is to support the transition from working life to retirement and to facilitate the transfer of knowledge.

Given the age pyramid at play, neither company management nor our partners have set any targets with regard to the recruitment of senior citizens. However, measures have been taken in relation to:

- ◆ improving working conditions and preventing hardship;

- ◆ anticipating career developments;
- ◆ developing skills and access to training;
- ◆ end-of-career planning: information/ interviews and preparatory training, support with pension buybacks, part-time working.

In particular, the GEPP Agreement proposes moving to part-time work towards the end of people's careers in the form of skills sponsorship. The skills sponsorship scheme was relaunched in 2023, once the legislative changes relating to pensions had stabilised. No employees signed up to the scheme in 2023, but one is planned for 2024.

2023 highlights

- ◆ Aéroports de Paris **was named a Top Employer by "*Engagement Jeunes*"** (a survey of work-study apprentices and interns), **with a Best in Class award for working conditions.**
- ◆ The company took part in over 20 events, including in schools and at job fairs.
- ◆ As part of a sponsorship agreement between the Vitry-sur-Seine ecocampus and Paris-Orly Airport, the company was able to advertise careers and give priority to roles in electrical engineering/airside lighting and baggage handling.

⁴⁶ An infrastructure maintenance technician, a young data project manager, a data science methodology expert, as well as mentors and work-study apprentices

Promoting diversity, equality and inclusion > Prevention and mitigation

- ◆ A *hackathon* brought together around a hundred ESTP students to work on a “subject” proposed by the Engineering and Projects Division.

Diversity

- ◆ Mobilisation Charter for the Defence of Equality Against Racism
- ◆ Diversity Framework Agreement, part of the overall Diversity Policy since 2019
- ◆ Aéroports de Paris’ membership of PaQte (*Pacte avec les Quartiers*), working to support young people and priority neighbourhoods
- ◆ Membership of the Collective for a More Inclusive Economy
- ◆ **Zero tolerance policy on behaviours and practices, whether conscious or unconscious, based on discriminatory stereotypes**, particularly by rolling out awareness campaigns against discrimination, including racism, in 2023
- ◆ The Orly International Association brings together a network of partners and organises Paris-Orly employment meet-ups. In 2023, almost 5,000 people took part in the events. 1,600 jobs covering a wide range of professions and qualifications were offered by 125 different

companies. Job meetings, one-to-one workshops, conferences and career discovery sessions were also available to participants.

In the wake of legislative changes concerning France’s increasing retirement age, a review of working conditions is also underway.

› ACTIONS TAKEN BY HUB ONE

Gender equality

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

As **increasing the number of women in digital roles** is a key part of its HR policy, Hub One has formalised an action plan and **progression targets for the next three years (2022-2024)** in the areas of recruitment, training/awareness-raising and pay/working conditions.

Disability

In 2023, Hub One signed a **Disability Charter** after carrying out a full disability audit with the help of Agefiph. It is taking an active and sustainable approach, particularly to recruitment and retention:

- ◆ advertising job vacancies on specialist websites, and offering appropriate recruitment methods;
- ◆ forums, such as *Rencontre Cap Emploi*, on airport careers at the end of 2023;
- ◆ medical follow-ups, technical adaptations as required, etc.

Sessions and communication campaigns are regularly organised to raise awareness among employees and managers about welcoming, integrating and managing people with disabilities. In 2023, as part of the European Week for the Employment of Persons with Disabilities, Hub One offered all its employees:

- ◆ awareness of disability issues through theatre performances;
- ◆ workshops on deafness and hearing impairment, cognitive impairment, visual impairment and new technologies.

External partnerships have been developed, in particular with Agefiph, and certain activities have been subcontracted out to the sheltered workshop sector (procuring catering services, waste management and transport).

A report on how the Charter is working will be presented to the Economic and Social Committee once a year.

Promoting diversity, equality and inclusion > Prevention and mitigation

› ACTIONS TAKEN BY EXTIME DUTY FREE

Negotiations on workplace equality were launched with the representative trade unions at the end of 2023.

Extime Duty Free Paris has established partnerships to recruit people with disabilities, in particular with Agefiph. A partnership is also being worked on with “*Les emplois de l’inclusion*”.

Employees with disabilities benefit from CESU disability vouchers (100% paid for by the company).

› ACTIONS TAKEN BY TAV AIRPORTS

In 2023, TAV Airports formalised and published its **first Human Rights Policy**. In it, the Group undertakes to:

- ◆ offer the same opportunities to all its employees, regardless of any protected characteristics;
- ◆ ask its stakeholders to demonstrate similar business ethics;
- ◆ promote equal opportunities, diversity and inclusion and take account of gender equality and human rights in its business operations, processes and applications;
- ◆ develop accessible applications;
- ◆ apply zero tolerance to harassment and prevent harassment and violence.

TAV Airports’ processes have been established in accordance with:

- ◆ national and international human resources management standards and practices;
- ◆ the principles of the United Nations Global Compact;
- ◆ performance standards of the International Labour Organization, the World Bank (*IFC – International Finance Corporation*) and the European Bank for Reconstruction and Development.

Disability

TAV Airports is required to ensure 3% of its workforce is made up of people with disabilities, and benefits from incentives.

Employees with disabilities enjoy special protections. They benefit from enhanced medical monitoring, which is more favourable than that required by the regulations.

Sign language training is offered to employees. Terminal and office infrastructure is adapted for employees and visitors with disabilities⁴⁷.

Gender equality

TAV Airports Holding and Havaş have been recognised for:

- ◆ monitoring the gender balance in the Turkish civil aviation industry;
- ◆ promoting equal opportunities for men and women in aviation recruitment;
- ◆ encouraging women to receive education and training in aviation-related fields;

- ◆ applying a fair and inclusive policy and language to oppose all forms of discrimination in the workplace, and making it an essential part of the company’s culture and approach.

TAV Airports participates in various networks and programmes:

- ◆ UN Global Compact (UNGC) Türkiye Network;
- ◆ WEP Programme: principles of female empowerment;
- ◆ KAGIDER as a model of equal opportunities (FEM);
- ◆ Directorate General of Civil Aviation Gender Balance Fostering Commission (TCDGK);
- ◆ The “*Million Women Mentors*” 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;

⁴⁷Raised pathways, adapted toilet facilities, as well as visual and audible warnings.

Promoting diversity, equality and inclusion > Prevention and mitigation

- ◆ The “*Women in Technology*” programme, a training programme for female leaders in technology;
- ◆ The “*Women in Sales Network*” to increase the participation and qualifications of women in sales;
- ◆ The “*Business Against Domestic Violence (BADV)*” project. TAV Airports is on the strategic committee of this network of companies launched in 2022 to share best practice more widely.

Cultural diversity

TAV Airports supports intercultural interaction, and the transfer and enrichment of cultures through cultural diversity.

Generations

An annual scheme is open to recent university graduates after a pre-selection process. They are supported by intensive training and development programmes throughout the year, including in-house mentoring and participation in projects. Career opportunities are then offered to those who have successfully completed and submitted their work at the end of the project.

TAV Airports uses succession planning strategies to ensure a smooth transition when key senior employees retire. This transfer helps develop talent within the organisation. This transfer period also reduces the workload involved. Part-time or flexible working hours do not apply to senior employees.

***“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 female employment rate 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

Promoting diversity, equality and inclusion > Prevention and mitigation

› ACTIONS TAKEN BY AIRPORT INTERNATIONAL GROUP (AIG)

Gender equality

In 2021, AIG won the “**Destination Gender Diversity**” award for private companies in Jordan. This competition supports businesses as part of a five-year World Bank programme for women’s economic participation in Jordan, Lebanon and Iraq.

Within this framework, AIG has been able to benefit from advice on gender diversity and an action plan. A study was shared in the second half of 2023, including:

- ◆ detailed analysis of gender representation by job category: promising results in all categories, with the exception of manual and technical staff;
- ◆ an action plan formalised in 2024 to address the issue of gender equity;
- ◆ opportunities for paid internships in 2024.

In light of these results and recommendations, the **AIG 2023-2025 Strategic Plan** set out a specific objective: “*building on the IFC’s conclusions on gender diversity, adopt a gender diversity plan and promote the representation of women*

at all levels to exceed 25% of employees by 2025” and in particular in management and technical positions.

AIG is also planning actions to **make the working environment more friendly** for working parents, while ensuring fairness.

Disability

AIG is required to ensure 4% of its workforce is made up of people with disabilities.

In Jordan, compliance with the requirements of the Council for People with Disabilities is a priority for the entire company.

AIG’s recruitment policy also offers opportunities for candidates with disabilities. To facilitate the integration, welcome and working conditions of people with disabilities, the company:

- ◆ appoints a coordinator (point of contact) to liaise with the Higher Council for People with Disabilities and reports on associated working conditions;

- ◆ establishes principles for supporting people with disabilities, including using, replacing and maintaining equipment, devices and aids, etc.;
- ◆ will offer paid internships in 2024;
- ◆ provides financial assistance to employees with disabilities (*disabled employees medical devices support*) to facilitate their integration into the company.

Generations

AIG has introduced a **specific training programme called “Training Leads to Hiring”** in conjunction with the Ministry of Labour, Al Jizah and the airport community. Young people receive training from AIG over the course of a year, with a high probability of recruitment if a job opportunity arises.

This programme was modified in 2023 to offer 12 internship opportunities for greater diversity:

- ◆ four opportunities for women in divisions with low female representation;

- ◆ four opportunities for people with disabilities;
- ◆ four opportunities giving priority to people from the local community.

Two partnerships have been established with a vocational training academy to train interns in:

- ◆ facilitating passenger journeys, more than 20 interns;
- ◆ testing e-gate boarding gates, 15 interns.

The AIG Foundation’s Hirfati Training Centre also offers vocational training with a certificate of completion to young people who have passed the official Ministry of Labour exam.

Promoting diversity, equality and inclusion



Colleagues at Groupe ADP headquarters
at Paris-Charles de Gaulle
© Gwen Le Bras for Groupe ADP

MONITORING SYSTEM

Breakdown of Group employees

BREAKDOWN BY AGE



BREAKDOWN BY GENDER



BREAKDOWN BY GEOGRAPHY



KEY FIGURES 2023

2.2%
OF GROUP EMPLOYEES
HAVE A DISABILITY,
AS OF LATE 2023

11.8%
OF 2023 GROUP
EMPLOYEES HAVE BENEFITTED
FROM FAMILY LEAVE

3
ADMISSIBLE WHISTLEBLOWING
REPORTS INVOLVING ALLEGATIONS
OF DISCRIMINATION
(SEE PAGE 171)

AÉROPORTS DE PARIS 2023

5.65%

EMPLOYMENT RATE OF PEOPLE WITH DISABILITIES
(6.6% in 2022⁴⁸)

2021-2023 gender balance targets for governing bodies (renewed for 2024-2026) adopted by the Board of Directors:

- ◆ the Executive Committee should be 33% female;
- ◆ all management committees should be 40%.

€910,000⁴⁹

IN PROCUREMENT FROM COMPANIES IN THE SHELTERED WORKSHOP SECTOR
(€717,800 in 2022)

The work of *Mission Handicap*, the Procurement Division, the involvement of recently recruited procurement advisors and the return to normal levels of activity have all contributed to growth in the sheltered workshop sector.

100%

OF BUYERS TRAINED IN INCLUSIVE PROCUREMENT AND GIVEN THE NECESSARY TOOLS

These results are also the fruit of our collaboration with GESAT (a network of employment support centres and companies offering tailored support), a major stakeholder in the sector, facilitating relations between Aéroports de Paris, outsourcers and service providers.

89/100

GENDER EQUALITY INDEX⁵⁰

⁴⁸ Due to a large number of departures under the collective contractual termination scheme linked to the pandemic.

⁴⁹ Above the annual target of €800,000 per year set in the collective agreement.

⁵⁰ This score has remained at this level since the first index was calculated in 2019 due to the current lack of women in the top 10 highest paid roles.

⁵¹ The entity with the most administrative staff.

HUB ONE 2023

2.1%

EMPLOYMENT RATE OF PEOPLE WITH DISABILITIES
(3.8% for Sysdream)

77/100

GENDER EQUALITY INDEX
(73/100 in 2022)

EXTIME DUTY FREE PARIS 2023

94/100

GENDER EQUALITY INDEX

68.2%

PROPORTION OF WOMEN IN THE ENTIRE WORKFORCE
(including 50% among executives)

TAV AIRPORTS 2023

25%

OF MEMBERS OF THE BOARD OF DIRECTORS ARE WOMEN
since 2018

29.3%

OF GROUP EMPLOYEES ARE FEMALE
(27.7% in 2022, 26% in 2021 and 25% in 2020), including 36.9% of executives (27.4% in 2022 and 28% in 2021)

43.2%

OF TAV AIRPORTS HOLDING EMPLOYEES ARE WOMEN⁵¹
(43.3% in 2022, 42% in 2021 and 36% in 2020), including 39.7% for executives, 50% for new hires

Its subsidiaries BTA, TAV OS and TAV Air are among the companies certified by the Great Place To Work Institute as the best workplaces for women in Türkiye.

Promoting diversity, equality and inclusion

CONTINUOUS IMPROVEMENT APPROACH

› GROUP

Continued efforts in the area of equality and diversity, while integrating these issues into the Group's Human Rights Policy.

› AÉROPORTS DE PARIS

- ◆ Each department has drawn up a formal diversity roadmap that meets both interdisciplinary and specific objectives in the areas in which the company has made commitments. From 2024, company management will present an annual report on their action plans to the Economic and Social Committee (ESC).
- ◆ New agreements from the diversity action plans formalised by the departments are being implemented
- ◆ Targets on gender diversity within management bodies, as set by the Board of Directors at the end of 2023 for 2024-2026, will be achieved and maintained: 33% of Executive Committee members should be women, and 40% of all other management committees

› TAV AIRPORTS

A sub-committee for diversity, inclusion and equity was set up in 2022 for all TAV companies. It aims to:

- ◆ raise awareness of the concepts of diversity, inclusion and equity throughout the organisation;
- ◆ design the processes needed to ensure the concepts filter through;
- ◆ work to integrate them into the company's strategy.

Gender equality is one of the committee's priorities.

› AIG

As part of the rollout of the Diversity and Inclusion Plan in 2024, AIG will participate in the IFC-World Bank programme to establish links with local nurseries and crèches to support working parents.

“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

Promoting social dialogue

Promoting “ongoing social dialogue” is one of the four ambitions of the Group’s “2025, Pioneers For Trust” CSR strategy.

“Social dialogue is fundamental to the company’s overall success. It contributes to our performance by encouraging employee commitment”.⁵²

⁵²An extract from the preamble to the Aéroports de Paris collective agreement on trade union rights and social dialogue, 9 September 2019.

RISK DESCRIPTION

99% of Group employees are covered by an industry-wide or company-specific collective agreement. And no breaches have been identified, including via the Group’s ethics whistleblowing system. The risk is therefore considered to be under control.

However, monitoring remains crucial, given the heterogeneous representation of trade unions within Groupe ADP and the varying degrees of protection afforded to trade union rights and social dialogue in different countries.

It is also important to remain vigilant in France regarding the career development of trade union representatives. Limiting the duration of their mandates reinforces the issues of preserving employability (outside trade union activities) and capitalising on trade union experience in career progression.

PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

Risk management policies and measures

- ◆ Collective company-wide agreements in companies with trade unions
- ◆ Group Committee
- ◆ Local staff representative bodies, where they exist in the entities, or branch representative bodies

Trade union representation within Groupe ADP:

- ◆ Aéroports de Paris has established the individual entitlement to union training, and has signed up to union rights agreements.
- ◆ Economic and social committees are in place in the French companies within the Group that are subject to them.
- ◆ Internationally, representation is more heterogeneous:
 - AIG is affiliated with the branch union “the Collective Bargaining Agreement for Air Transport and Tourism”. AIG does not have an internal trade union.

- TAV Airports has trade union organisations in its subsidiaries in Croatia (BTA), Tunisia (BTA, TAV Tunisia for public service staff) and Macedonia (TAV Macedonia). Negotiations are underway for TAV Kazakhstan.

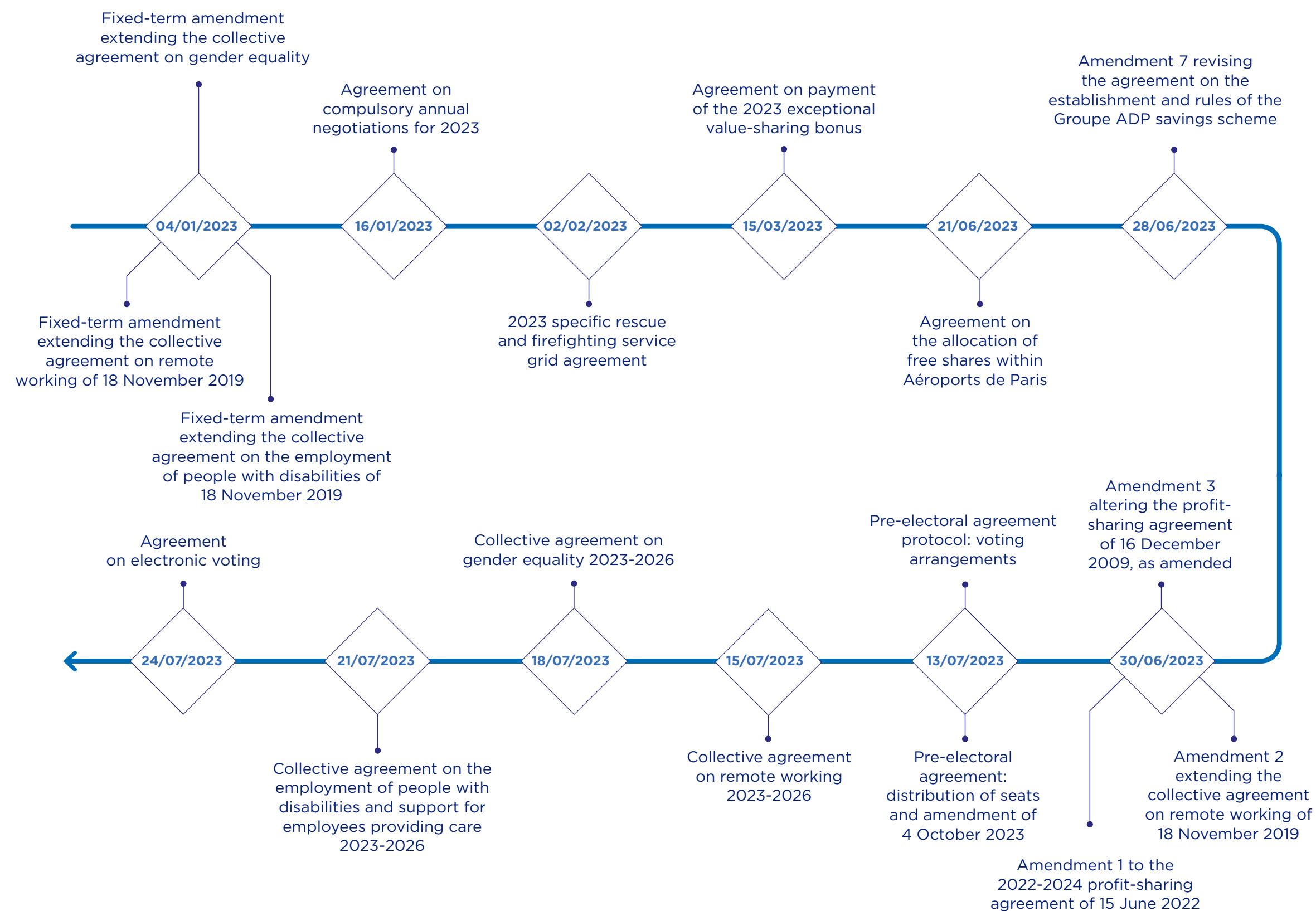
Social dialogue at Group level is based on **the group committee bringing together Aéroports de Paris and subsidiaries with staff representative bodies** whose head office is in France. It is chaired by the Chairman & Chief Executive Officer and meets at least twice a year. Its scope and operating methods are governed by two collective agreements from 2 December 2020.

The Group is not affected by the European Works Council or transnational information and consultation procedure.

Promoting social dialogue > Prevention and mitigation

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Aéroports de Paris maintains ongoing and constructive social dialogue, with 18 collective agreements or amendments signed in 2023 alone:



Agreements include procedures for monitoring and implementing their provisions, where required. They establish joint committees on which representatives of the signatory trade unions and company management sit.

Regular reviews are carried out for the Economic and Social Committee on topics covered by French regulations, such as health and safety, employment and diversity.

Elections within Aéroports de Paris took place at the end of 2023, with a turnout of 70.61%. In these elections, two out of six unions retained their representation, two others regained it and one union lost it.

Drawing on the experience of changes in staff representative bodies with the creation of the first Economic and Social Committee, the 2019 collective agreement on trade union rights and social dialogue includes specific provisions for monitoring the careers of employees with a trade union mandate and for providing support in the event of a return to full-time employment.

› ACTIONS TAKEN BY EXTIME DUTY FREE PARIS (EDFP)

In 2023, EDFP initiated social dialogue with the new representative trade unions. Three unions have now been elected as representatives.

EDFP signed a compulsory annual negotiation agreement in March and a supplementary agreement in October 2023. Negotiations began at the end of 2023 and were concluded at the beginning of 2024, covering profit-sharing, incentive and employee savings schemes, as well as a supplementary pension scheme.

› ACTIONS TAKEN BY HUB ONE

In 2023, Sysdream, a Hub One subsidiary, held elections for the Economic and Social Committee.

Three agreements were signed in 2023 on:

- ◆ on-call duty at Sysdream;
- ◆ a company savings and profit-sharing scheme for ID Services and Sysdream and the Group savings scheme;
- ◆ a Hub One pension scheme.

Promoting social dialogue

› ACTIONS TAKEN BY AIG

An annual employee satisfaction survey takes place. A suggestion box, managed by Human Resources, has been put in place to improve working conditions and dialogue with managers.

› ACTIONS TAKEN BY TAV AIRPORTS

- In its first **Human Rights Policy** (2023), TAV Airports committed to:
- ♦ respecting the rights of employees to form trade unions and to engage in collective bargaining in accordance with the law;
 - ♦ engaging in constructive dialogue with the freely chosen representatives of its employees through a legal trade union.

MONITORING SYSTEM

EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS BY GEOGRAPHICAL AREA	NUMBER OF EMPLOYEES COVERED	% OF EMPLOYEES COVERED (END-OF-PERIOD STAFF NUMBERS)
France	8,373	100%
European Union, excluding France	1,430	100%
Rest of Europe	963	100%
North America	30	53%
South America	-	-
Middle East	16,188	99%
South Asia, India, China	4	22%
Africa	722	100%
TOTAL	27,710	99%

COLLECTIVE AGREEMENTS SIGNED BY TOPIC - AÉROPORTS DE PARIS	2023	2022	2021
Pay (wage agreements, profit-sharing, medical expenses)	7	6	4
Staff representation	4	1	-
Jobs management, career paths, training	-	1	-
Diversity	4	-	-
Organisation of work	3	-	-
TOTAL	18	8	4

CONTINUOUS IMPROVEMENT APPROACH

- ♦ Ongoing efforts to promote high-quality social dialogue
- ♦ In accordance with the results of **“Zest Me Up” trials**, this digital system for listening to employees and gathering suggestions on company projects should be extended and sustained
- ♦ A regular overview of the social climate should be taken, involving employees more closely in the life of the Group

Maintaining healthy relationships with local communities

Groupe ADP pursues a genuine policy of economic and social cooperation in our host regions, particularly with a view to sharing the benefits of airport operations with them.

RISK DESCRIPTION

Airports play a major role in land planning, living environments and the economic and social development of regions. They therefore must maintain dialogue and relationships with communities, local economic stakeholders and residents.

In line with our values of hospitality and responsibility, we are committed to:

- ◆ avoiding or limiting our negative impacts:
 - reducing the impact of our activities on the areas in which we operate (see page 57 onwards);
 - preventing the violation of the property rights of indigenous peoples and local communities in the context of acquiring land or extending our footprint;
- ◆ making a positive contribution to sharing value with local communities.

PREVENTION AND MITIGATION

Preventing and limiting the risks of violating the rights of indigenous peoples and local communities

Our International Development, Legal and Insurance, Ethics and Personal Data Protection and Airport Operations teams work closely together whenever land is acquired or taken over or the airport's footprint is extended.

They help to ensure that human rights risks are taken into account in investment projects, both upstream of any acquisitions and downstream with the help of *asset managers* (CSR objectives, post-acquisition of an asset).

During the prospecting phase, assessments are carried out on all third parties involved in projects, including the search for sanctions and negative press on human rights issues.

Before final bids are submitted, a pre-acquisition audit is carried out on all projects. Depending on the risks identified in the due diligence process (legal, financial, ethics &

compliance, etc.), these audits may include more in-depth sections on human rights and the environment.

In 2023, TAV Airports published its **Human Rights Policy** in which it commits to:

- ◆ respecting the rights of communities in the regions in which it operates, by:
 - striving to reduce the negative impact on their lives;
 - looking to build long-term relationships;
- ◆ establishing a relationship with all its stakeholders, including vulnerable and disadvantaged groups, on human rights issues;
- ◆ valuing their opinions and resolving local issues in the most appropriate way;
- ◆ ensuring that their subcontractors and suppliers:
 - respect human rights and the rules on ethics;
 - respect the rights of local communities in the countries in which they operate;
 - take the necessary steps when a violation is observed.

Maintaining healthy relationships with local communities > Prevention and mitigation

In 2023, TAV Airports launched a noise insulation programme at Almaty International Airport. In September 2023 (phase I), local residents were invited to submit applications, followed by an in-depth assessment of their case by November 2023.

Ensuring value is shared with the regions

Groupe ADP has a policy based on the “Airports for Trust” Charter (see page 14) and the Group’s “2025 Pioneers For Trust” CSR strategy (see pages 12-14).

- ◆ Actively contribute to improving the living environment of local residents and reducing noise exposure
 - ◆ Build a long-term relationship of trust with the regions and local stakeholders
 - ◆ Make local communities the primary beneficiaries of airport activities, including training, integration and employment
 - ◆ Commit to serving local communities
 - ◆ Promote physical activity and sport
- The degree of maturity of these policies and actions varies across the Group’s airports. Their implementation depends on the local context.

Building a long-term relationship of trust with the regions and local stakeholders

Welcoming and informing

The **Environmental and Sustainable Development Resource Centres** at Paris-Charles de Gaulle and Paris-Orly are central to our relationship with local regions. They offer educational activities to discover:

- ◆ a behind-the-scenes look at airports;
- ◆ air traffic control;
- ◆ employment and training issues;
- ◆ the challenge of decarbonising the aviation industry;
- ◆ biodiversity at airports;
- ◆ integrating the airport within local heritage.

These activities take the form of:

- ◆ guided tours open to all;
- ◆ career discovery events for young people in the later years of secondary school and job seekers;
- ◆ educational events;
- ◆ a wide range of free cultural events open to all, including exhibitions and conferences.

Activities also include forums for discussion with local elected representatives and economic stakeholders. The centres host information meetings on development projects, recruitment events and meetings with the business community, as well as meetings of the Environmental Consultative Committees and Local Residents’ Advisory Committees.

Centre employees are committed to having a presence throughout the region. They maintain dialogue between Aéroports de Paris and local elected officials through regular meetings in town halls, conurbations and departmental councils.

In addition, the entrevoisins.groupeadp.fr website provides ongoing access to information and is an important conduit for this relationship.

Listening and engaging

Aéroports de Paris has a variety of systems in place to gather and respond to the concerns of the regions.

The Paris-Charles de Gaulle and Paris-Orly entities work in partnership with socio-economic stakeholders and associations, neighbouring municipalities, consular chambers and government departments to roll out a regional strategy. They focus on regular contact with the 50 municipalities closest to and most exposed to the noise caused by Paris-Charles de Gaulle and Paris-Orly airports.

Consultations are held during major development projects to listen to the populations affected and to engage with them throughout construction.

Aéroports de Paris also exercises social responsibility by entering into partnerships with socio-economic stakeholders in the major catchment areas of our airports, alongside political representatives, consular bodies and associations, and government departments.

Maintaining healthy relationships with local communities > Prevention and mitigation

KEY FIGURES 2023

Almost 50%
OF EMPLOYEES LIVE NEAR
OUR AIRPORTS

95%
OF AÉROWORK CANDIDATES
COME FROM THE REGIONS
IN WHICH WE OPERATE

2023 achievements and results

2023 was the first year after the pandemic in which there were no restrictions, enabling our programme of activities to be carried out in full.

The local elections in 2023 provided an opportunity to increase the number of meetings with elected representatives, particularly on the Paris 2024 Olympic Games, culture, youth, employment and economic development.

The regular nature of these meetings has led to the creation of “clubs” of local councillors from different local authorities and conurbations to discuss the impact of the airport in their area. This has been the case with local councillors responsible for sport, culture, youth, employment, economic development and mobility.

Making the regions the primary beneficiaries of airport activities

Aéroports de Paris acts as an HR integrator for the airport community, consolidating the employment and skills needs of companies and promoting the local anchoring of recruitment, training and integration initiatives for the benefit of employees, jobseekers, income support recipients and neighbouring residents.

This ambition for HR integration is based on a desire for strong regional roots. Aéroports de Paris’ activities must first and foremost benefit the residents of the regions in which they take place, which suffer numerous structural and economic difficulties.

internationally, this objective is also driving the signatories of the “Airports for Trust” network.

Dedicated to creating value only if our operations generate value for the regions around our airports, we are focusing on four major areas:

1. TRAINING

Aéroports de Paris is part of a partnership with Air France, the French government and the Île-de-France region, created in 1998, known as the **Paris-Charles de Gaulle Alliance Public Interest Group**, which brings together these stakeholders and the local authorities from the relevant regions.

Throughout 2023, Aéroports de Paris held numerous meetings with training bodies and organisations, including CFA, GRETA, vocational colleges, etc., to look into opportunities for developing local airport training programmes within existing structures.

At the same time, the company is gathering feedback on local airport training initiatives, which has led to a partnership between two secondary schools and two companies in the airport sector (City One and Aeria) to host 15 and 16-year-old pupils on long-term work placements. More generally,

Aéroports de Paris frequently visits schools to present airport careers and strengthen links between schools and companies.

Aéroports de Paris is a member of the **Georges Guynemer cluster, supported by the Pays de Meaux Local Authority (CAPM)**, which aims to create an aerospace, aviation and airport training centre.



As part of the Paris 2024 Olympic Games, Aéroports de Paris has focused on helping to recruit local volunteers. The added value for volunteers (awareness-raising modules on airport careers) will boost their employability.

Internationally, signatories to the “Airports for Trust” network have developed training schemes to encourage recruitment and retention:

- ◆ In Amman, AIG is working with its Foundation;
- ◆ The team in Madagascar is developing partnerships with secondary schools

Maintaining healthy relationships with local communities > Prevention and mitigation

and has joined the SESAME programme, from which three students are currently benefiting;

- ◆ Zagreb is doing similar work with its aviation school and local secondary schools;
- ◆ TAV has forged partnerships with engineering schools and takes on work-study apprentices in Georgia and Macedonia;
- ◆ Santiago is encouraging training programmes to be adapted to meet the needs of airport companies more closely.

2. EMPLOYMENT

With our partners, the public employment services, the *départements* (93 and 77) and the local authorities, and as many airport companies as possible, Aéroports de Paris is committed to:

- ◆ encouraging employment of local residents, particularly those who are most excluded from the labour market;
- ◆ restoring the appeal of airport jobs.

The Group took part in creating the **Airport Careers Association (AMA)**, which brings together around 50 companies and aims to promote airport jobs, particularly those

where recruitment has been difficult, among the public authorities.

Aéroports de Paris chairs the **Aéro Impact Ressources Humaines (AIRH) Association** (see box to the right).

AEROWORK

***“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”.

Amélie Lumaux
Groupe ADP Director of Sustainable Development and President of Aérowork

AIRH COALITION

The Aérowork digital recruitment platform brings together job offers from various airport recruiters. Its main selling point for applicants is the simplicity of use (no CV or photo required). The scheme is specifically aimed at jobseekers with few or no qualifications and people who have been out of work for some time.

Aérowork helped recruit over a thousand people in 2023. The association won yet another award in 2023 as part of the Inclusion Summit (Mozaïk Award).

The challenge for 2024 concerns support for unsuccessful applicants, which is being developed in conjunction with the government’s employment service.

More broadly, Groupe ADP partners with, hosts and supports numerous events and recruitment forums with the **Paris CDG Alliance, Orly International** and *Pôle Emploi*, as well as associations, such as *Missions Locales* and *Maisons de l’Emploi* in certain municipalities, such as *RDV pour l’Emploi d’Orly-Paris*.

3. INTEGRATION

Aéroports de Paris has joined forces with several **local initiatives for integration through economic activity**:

- ◆ in partnership with the government, local authorities and companies, as part of revitalisation programmes to encourage local entrepreneurship and support training and integration initiatives;
- ◆ via integration clauses inserted into works contracts (around 5% of total hours worked, i.e. around 30,000 hours).

Aéroports de Paris **funds and supports integration organisations whose aim is to remove barriers to employment**:

- ◆ *Comité Habitat* (now *Airport Habitat*) provides social housing to low-income employees;

Maintaining healthy relationships with local communities > Prevention and mitigation

- ◆ Papa Charlie leases cars at low prices to employees at our three airports; the *Filéo* transport-on-demand network for Paris-Charles de Gaulle employees who do shift work;
- ◆ out-of-hours crèches run by Groupe ADP at Paris-Charles de Gaulle and Paris-Orly airports.

Internationally, employee transport is the responsibility of airport companies and Zagreb Airport.

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

Aéroports de Paris is increasing **the number of contracts entered into with local companies involved in the SSE and circular economy** as part of airport operating contracts. In 2023, the Procurement Division stepped up its efforts to support the disability sector and ESATs (employment support centres).

Recruitment challenges in many airport jobs call for a transformation of the public/private ecosystem to be able to identify, mobilise, support, train, recruit and retain people who are the most excluded from employment.

Internationally, Aéroports de Paris also leads dialogue in the Group's airports around the world on social issues. Work carried out within the "Airports for Trust" network on **sharing societal initiatives** is continuing, bilaterally throughout the year and multilaterally at an annual seminar.

Strengthening cooperation with local stakeholders, regional authorities and socio-economic stakeholders

In 2023, the Group was able to strengthen our local roots through projects with a local impact, promoting communication with local economic stakeholders and increasing our local procurement.

Encouraging entrepreneurship and innovation

Entrepreneurship and innovation are essential to the economic development and diversification of our regions.

A partnership with *Réseau Entreprendre* has been established to create links between regional SMEs and startups, something that is not usually available to smaller companies.

Aéroports de Paris plays a role in fostering entrepreneurship having set up business incubators at Paris-Charles de Gaulle and

"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 Citizen Commitment

Paris Orly for project initiators, startups and growth companies. These incubators help managers ensure the long-term future of their businesses in the first few years of operation. Encouraging the emergence of a high value-added, multi-sector ecosystem in the region will make it a central location for economic development and job creation.

Finally, the **10th Rendez-vous de l'entrepreneuriat** event, jointly organised with Orly International in 2023, brought together 100 different partners and over 300 visitors. The aim of the event is to provide practical solutions for local entrepreneurs by promoting business startup

and takeover opportunities, as well as a network of stakeholders.

Citizen commitments in favour of local communities

The **Citizen Commitment Division** brings together the Corporate Foundation and all the Group's sponsorship initiatives. It supports projects on a wide range of issues that benefit the communities and stakeholders closest to the Group's airports. Among various means of local action, Aéroports de Paris gives all employees who wish to do so the opportunity to have a positive impact on society and the areas in which we operate.

A key commitment stakeholder: employees

Aéroports de Paris has developed a number of commitment programmes, offered via a dedicated digital platform:

- ◆ tutoring young people and employees;
- ◆ solidarity leave;
- ◆ sponsoring senior skills;
- ◆ salary round-ups;
- ◆ solidarity-related team building exercises;
- ◆ citizen missions.

Maintaining healthy relationships with local communities > Prevention and mitigation

Employees can carry out three days of citizen commitment work per year during their working hours.

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.

Since 2022, Aéroports de Paris has been organising **“Commitment Month”** every November with collective actions made available to employees around the issues of the environment, education and workplace integration.

The company’s new recruits are also made aware of the challenges of citizen commitment and how each individual can have a positive impact on the areas around our airports.

A corporate foundation to help local young people with their education

Groupe ADP’s citizen commitment work can also be reflected in our Corporate Foundation. In 2023, it supported 51 projects, 44 of which were local and 7 international,

in the field of education and youth development to prevent and combat school dropout rates and illiteracy.

Particular attention is paid to early years initiatives to prevent difficulties from developing, even before children start school. The Foundation’s efforts are aimed in particular at parents, to raise their awareness and support them in helping their children get off to the best possible start at school.

A committed group, even in an emergency

In 2023, with the help of employees:

- ◆ Aéroports de Paris and TAV Airports supported victims of the earthquakes in Turkey in May 2023. Working with the Turkish authorities, we were able to identify the areas in which this aid was most urgently needed;
- ◆ The Groupe ADP Foundation supported the victims of the earthquake in Morocco in September, in particular the Asni Boarding School, which it funds and which accommodates 125 girls. A partnership to rebuild the school was set up with the *Fondation des architectes de l'urgence* and the *En route pour l'École* Association. A partnership with the Safran and BMCI

(BNP Morocco) foundations is currently in the process of being signed off to build a second boarding school in Asni.

An experiment in solidarity: donating items prohibited in the cabin

Aéroports de Paris is trialling a system for collecting items that are prohibited in the cabin from passengers and donating them to partner associations. Passengers are invited to donate hygiene products confiscated at security, which would otherwise be destroyed in accordance with regulations.



© Groupe ADP

A trial was launched in June 2023 at Paris-Charles de Gaulle Airport in partnership with the *Restos du Cœur* branch in Val-d’Oise. Paris-Orly Airport is also taking part in this initiative, with the installation of dedicated recycling containers from September 2023.

The product redistribution rate of 70-75% means that the scheme will now be considered for implementation throughout the Group.

A Group-wide commitment: “Airports for Trust”

One of the initiatives undertaken as part of the “Airports for Trust” Charter is to support the structuring of activities that are in the public interest within various *assets*.

AIG

The Aéroports de Paris team shared their experiences with AIG in Jordan to contribute to the creation of the Airport International Group Foundation (AIGF), the Group’s first international corporate foundation, in 2021. The Foundation embodies AIG’s philanthropic commitment with a central focus on local community development and environmental sustainability.

Maintaining healthy relationships with local communities

As the company operating Jordan's largest international airport, AIG is aware of the role it has to play, both economically and socially. The Foundation is designed to strengthen AIG's CSR policy in three key areas: youth empowerment, disadvantaged community development and the environment.

These fields of action meet the urgent needs of the Jordanian population and are in line with the goals of both Groupe ADP and the United Nations (SDGs). Through education

and vocational training, AIGF is working to help reduce unemployment.

The Foundation is committed to young people's education, with a particular focus on empowering them, for which a training centre has been renovated. It takes action to improve living conditions for local residents and strengthen the social fabric. Finally, it organises tree planting and other environmental initiatives, in conjunction with local communities and employees.

“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
AIGF Chairman

Ravinala

Ravinala organises a number of events for neighbouring communities and opens its doors to the regions on Madagascar's Independence Day.

The GMR Foundation

At the end of 2023, representatives of Aéroports de Paris' commitment and Foundation met with their GMR counterparts. The visit provided an insight into the workings and achievements of a foundation carrying out ambitious projects to help local people, particularly in terms of health, hygiene and nutrition.

It also runs education, training and access to employment programmes, in partnership with industry stakeholders. This creates a virtuous cycle, allowing everyone to discover new ways of working. The result is mutual inspiration and partnership programmes.

Promoting physical activity and sport

Aéroports de Paris promotes physical activity and sport among employees, the airport community and the surrounding regions. In 2023, several initiatives were renewed: Connexions Sport, Odyssea, Paris Football Club, the Paris Aéroport Women's Cup, etc. Others were created as a result of

the partnership with the Paris 2024 Olympic Games.

Each year, in partnership with the INSEP Alumni Club, the Groupe ADP Foundation Prize is awarded to three young sportsmen and women, including one with a disability, for the quality of the career path they are building alongside their sporting career. A two-year scholarship is awarded to these young people.

Aéroports de Paris is continuing to support six athletes, including four with disabilities, as they prepare for the Paris 2024 Olympic and Paralympic Games, who together form the “Team ADP by INSEP Alumni”: Souleyman Alaphilippe, Caroline Queroli, Kylian Portal, Anaëlle Roulet, Margot Boulet and Damien Letulle.



Maintaining healthy relationships with local communities

MONITORING SYSTEM

› GROUP

A Group Foundation impact assessment carried out in 2023 by Kimso highlighted the effects of the Foundation's work on the organisations it supports, particularly in terms of operational resources, professionalisation, networking and promotion.

The organisations that took part gave a satisfaction score of 9/10.

› AÉROPORTS DE PARIS

In 2023:

- ◆ 20,000 visitors to the Paris-CDG and Paris-Orly Environmental and Sustainable Development Resource Centres;
- ◆ 1,100 secondary school pupils took part in work experience placements at these centres as part of around forty sessions;
- ◆ 900 members of the general public took part in behind-the-scenes guided tours of the airports;

- ◆ 350 elected officials were welcomed and took part in discussed with the teams;
- ◆ 1,374 local school pupils took part in work experience placements, half of them from REP (priority education network) and REP+ schools⁵³;
- ◆ 50% of the company's workforce were signed up to the citizen commitment platform;
- ◆ 316 employees took part in Commitment Month (vs 190 in 2022).

Aéroports de Paris has incorporated employee commitment into our overall strategy, with a strategic performance target of 500 commitment days per year between 2022 and 2025.

In 2023, the target of 1,000 days allocated to activities in the public interest was reached. Employees used their three annual commitment days, organised *team building* exercises and took part in collective actions put forward by the company.

CONTINUOUS IMPROVEMENT APPROACH

› AÉROPORTS DE PARIS

The Group is working on identifying the jobs and careers in the airport sector that will evolve or emerge. These evolving professions are mainly concerned with sustainable development and the energy and ecological transition. In this context, Aéroports de Paris is taking part in the “**Skills and Careers of the Future**” call for projects from *Caisse des Dépôts et Consignations* and supported by the Paris-Charles de Gaulle Alliance around the hydrogen sector and aviation decarbonisation.

Professionalising the system for donating used equipment to charity

Aéroports de Paris donates some reusable equipment, in particular computer hardware and office furniture, to partner associations.

In 2023, the Citizen Commitment Division began preparing a new initiative to optimise the process, which will lead to the creation of a **Donations Market** in 2024. This is a storage

and sorting space for recycled equipment, with the option for beneficiaries to collect donations on site.

› INTERNATIONALLY

TAV and Ravinala (Madagascar) are currently preparing their respective foundations. The challenge is to pass on best practice and provide expertise while adapting to the needs of local communities. The AIG Foundation has contributed its experience and knowledge to these projects alongside the Paris teams.

⁵³ REP+ school districts are found in so-called left-behind areas with the greatest concentration of social challenges, which have a major impact on educational success. REP districts are more socially mixed, but have more significant social problems than schools and colleges outside the priority education area.

Guaranteeing personal data protection

Groupe ADP respects the privacy and confidentiality of its stakeholders' personal data.

RISK DESCRIPTION

As part of our business activities, Groupe ADP processes personal data relating to employees, customers/prospects, passengers, partners, service providers, etc.

The processing and storage of this data requires making an effort to prevent possible security breaches resulting in the accidental or unlawful destruction, loss, alteration or disclosure of personal data or any unauthorised access to it.

Risks relating to personal data protection fall within the scope of human rights and health and safety risk mappings and, more broadly, Group risk mappings.

Interviews conducted as part of the human rights mapping exercise highlighted the need for Groupe ADP to set out common principles in relation to minimum levels of protection for personal data when national regulations do not provide a protective framework in this respect.

Vigilance over personal data protection has been heightened in view of the worldwide increase in cyberattacks, as Groupe ADP may be exposed to malicious acts on our information systems.

Since the beginning of 2022, the number of cyberattacks has risen sharply around the world, affecting all sectors of the economy.

In the run-up to the Paris 2024 Olympic and Paralympic Games, Games' partners – and the entire country – are potential targets for all kinds of individuals and groups with malicious intent.



PREVENTION AND MITIGATION

› ACTIONS TAKEN BY THE GROUP

Risk management policies and measures

- ◆ Ethics and Compliance Code of Conduct and programme
- ◆ Internal regulations
- ◆ Governance: Ethics Committee, Board of Directors committees (including CSR)
- ◆ [Group Data Protection Policy](#), [Group Information Systems Security Policy](#), [General Information Protection Policy](#), [Charter on the Application of Personal Data Protection Requirements](#), [Employee Information Policy](#)
- ◆ Data breach management procedure
- ◆ Procedure for responding to requests to exercise rights
- ◆ Data protection impact assessments
- ◆ Control mechanisms and contractual guarantees for transfers outside the European Union

Guaranteeing personal data protection > Prevention and mitigation

- ◆ Contractual clauses and training and awareness-raising programme
- ◆ GDPR (General Data Protection Regulation) compliance management platform (ARIEL)
- ◆ Notice on the confidentiality and protection of personal data on the Group's website: [personal data protection](#)

Private life and personal data protections

The Data Protection Officer team

(equipeDPD@adp.fr), which reports to the Ethics and Personal Data Division, is responsible for ensuring that the rights of individuals and their personal data are respected.

The team relies on a **network of Data Protection Correspondents (DPCs)** who have a presence in every department. They provide support and advice to their department's business managers to ensure projects comply with data protection regulations.

The Group Data Protection Policy:

- ◆ defines Groupe ADP's commitments to protect its stakeholders' personal data and ensure compliance with the relevant regulations;
- ◆ sets out the structures put in place for these purposes. A Data Protection Officer

- must be appointed in every company subject to the GDPR;
- ◆ specifies the principles and rules for ensuring adequate personal data protection used in Group activities.

The Group's personal data protection principles were redefined when the Ethics and Compliance Code of Conduct was updated in 2023.

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

All Group employees that fall within the scope of the GDPR (EU) are made aware of the need to protect personal data. They are subject to confidentiality rules, which are set out in their contracts of employment.

People in key data protection roles receive face-to-face training on the requirements of the GDPR.

Standard clauses are provided for inclusion in contracts, agreements and procurement contracts. They are supplemented, where necessary, with the support of the Legal Affairs & Insurance Division. Any service provider accessing sensitive information is also subject to confidentiality rules,

including contractual clauses, non-disclosure agreements (NDAs), internal regulations, where applicable, etc.

Stakeholders are informed about how their data will be processed. A **centralised procedure has been established to respond to requests to exercise rights** via an email address accessible to the entire Data Protection Officer team: informatique.libertes@adp.fr.

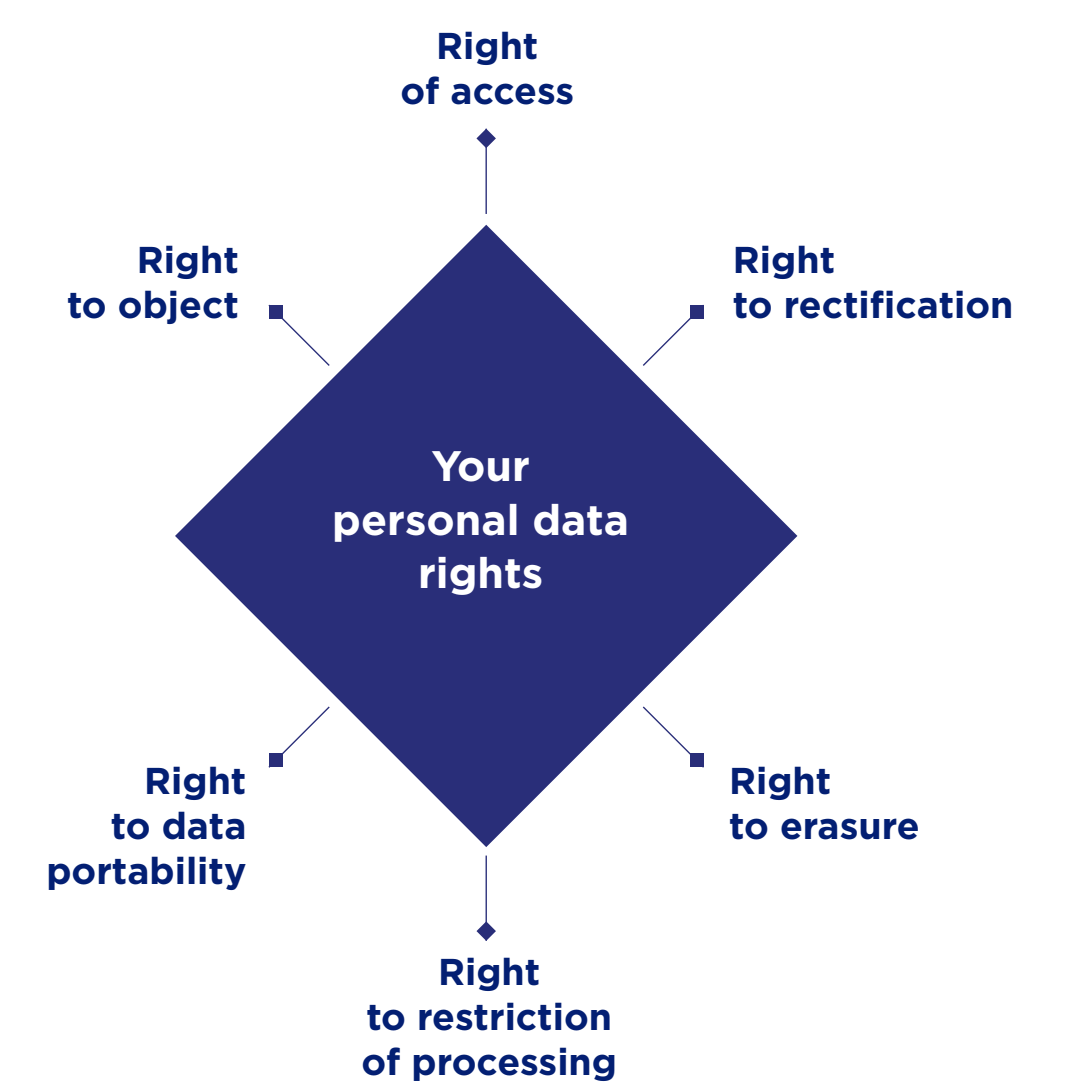
The GDPR compliance management platform (ARIEL) includes:

- ◆ processing records;
- ◆ data breach records;
- ◆ records of requests to exercise rights.

Group methods, such as impact assessments, have been put in place. Indicators are shared by the various entities. Our information system project management methodology takes personal data protection into account.

Only necessary data is collected. It is processed and stored securely.

A data breach management procedure has been introduced, including an on-call and crisis management system.



Cybersecurity

Faced with the resurgence of cyberattacks, Groupe ADP has strengthened our technical security measures and response processes, which are fully integrated into the company's crisis management system, in order to minimise the potential impact on the Group's operational robustness and image.

Guaranteeing personal data protection > Prevention and mitigation

Groupe ADP has an information systems security policy and dedicated governance in place, designed to be standardised throughout the Group.

The company is adapting to increased threats, notably through an ambitious recruitment plan in a tight labour market. The Group's operational cybersecurity work continues to focus primarily on monitoring, via the *Security Operations Centre* operated by Hub One/Sysdream, and rapid response to cyberattacks.



In the run-up to the Paris 2024 Olympic and Paralympic Games, Groupe ADP has launched a dedicated project to ensure the highest possible level of security during the Games, as well as coordinating stakeholders throughout the Paris airport community. Further trials are scheduled for the first half of 2024.

› ACTIONS TAKEN BY AÉROPORTS DE PARIS

Aéroports de Paris has appointed a Data Protection Officer (DPO) and Data Protection Correspondents (DPCs) in each department.

The company also monitors compliance in group entities, notably through group committees organised with Hub One and held two or three times a year.

› ACTIONS TAKEN BY TAV AIRPORTS

Turkey, and shortly Jordan, have data protection regulations comparable to the GDPR.

In 2023, TAV Airports published its **Human Rights Policy** in which it commits to:

- ◆ applying high standards of data confidentiality to protect employees' personal data;
- ◆ providing security services that respect the dignity, privacy and reputation of every individual;
- ◆ guaranteeing stakeholders' confidentiality and protection in the event of complaints, opinions or suggestions.

ETHICS SURVEY 2023

86%

**OF EMPLOYEES
FEEL THAT GROUPE ADP
PROTECTS PERSONAL DATA
IN ITS ACTIVITIES**

Guaranteeing personal data protection

MONITORING SYSTEM

There are three levels of control:

- ◆ employees;
- ◆ a team of data protection officers;
- ◆ the Audit Division.

Documentation is in place to help follow up on action plans by processing type or division. The data protection team carries out self-assessments as part of internal controls.

Each new project involving personal data identified by the DPC network is registered on the GDPR compliance management platform (ARIEL). This principle means risks can be identified at the project design stage (*Privacy By Design*).

Every year since 2019, Groupe ADP has measured its employees' perceptions of ethics and compliance. In 2022, a new question on data protection was added and will be monitored over time.

CONTINUOUS IMPROVEMENT APPROACH

An **e-learning** session will be rolled out to all employees in 2024.

A specific procedure will be implemented between now and the Paris 2024 Olympic Games concerning requests for access to video footage.





SUPPLIERS AND SUBCONTRACTORS

As part of our responsible procurement policy, the Group's General Resources, Supply Chain & Procurement Division supports suppliers and subcontractors with their CSR progress initiatives. It sources products and services in line with our quality and sustainability requirements.

Suppliers and subcontractors
P. 148

Risks relating to suppliers
and subcontractors
P. 149

Pursuing an increasingly responsible
procurement policy
P. 152

Encouraging reuse and developing the
circular economy: the Airport Market
P. 159

Sharing and working with our subsidiaries
to build a common procurement culture
based on performance, risk management
and CSR, and promoting this approach
among other airports in the "Airports for
Trust" network
P. 161

Monitoring system for our partners
P. 168

Suppliers and subcontractors

Groupe ADP's suppliers and subcontractors are the focus of increasing attention in terms of:

- ◆ economic soundness;
- ◆ compliance with regulations and CSR best practice;
- ◆ operational performance;
- ◆ quality of service.

Through two pioneering initiatives, Groupe ADP is committed to facilitating and **accelerating the decarbonisation of greenhouse gas emissions from our value chain.**

› THE "ASSESSING LOW-CARBON TRANSITION" (ACT) INITIATIVE

Promoted by ADEME and based on a framework jointly developed with the *Carbon Disclosure Project* (CDP), the aim is to initiate a structured approach to decarbonising 10 of our strategic suppliers in the procurement segments with the highest CO₂ equivalent emissions.

This approach is designed to be progressively extended across all segments concerned, and eventually to Aéroports de Paris SA's top 100 suppliers over the next three years.

› THE ALLIANCE FOR THE ENERGY TRANSITION AND DECARBONISATION OF SMES

Working with *Pacte PME* and nine other major French groups to encourage suppliers and subcontractors – from micro-businesses, VSEs, SMEs and mid-sized companies – to embark on a practical approach, supported by specialist consultancies in the various industrial production and service sectors.

In terms of the more social aspects, two new systems have been designed and put into production to reinforce social requirements during works and maintenance consultations (occupational health & safety grid) and intellectual services consultations (intellectual services grid).

These two systems are innovative in that they are equipped with input assistance, and companies of different sizes are questioned on the same topics, but allowances are made in terms of the regulations that apply to companies that employ fewer than 50 employees, so as to simplify the answers for the smallest organisations.

Finally, as part of the **Collective for a More Inclusive Economy and its collaboration with GESAT, Graphie and VIE Insertion**, Groupe ADP is strengthening efforts in favour of inclusive procurement and the social economy (disability and social integration through work sectors).

These flagship initiatives illustrate the **strategic convergence between contractors and partners** in the value chain, which Groupe ADP intends to gradually strengthen in line with our "2025 Pioneers for Trust" strategy.

Risks relating to suppliers and subcontractors

Groupe ADP's procurement policy encourages a global approach to the impacts, obligations and opportunities associated with the procurement process. The aim is to guarantee its durability and robustness, in line with the Group's strategy and the General Resources, Supply Chain & Procurement Division's latest Quality Policy.

This policy applies to both high-stakes procurement segments and lower-stakes segments.

RISK MAPPING

Based on risk analysis, the General Resources, Supply Chain & Procurement Division's approach is in line with Groupe ADP's risk management and internal control guidelines⁵⁴.

In 2023, the update to the Aéroports de Paris risk map did not identify any new significant risks. This made it possible to refine our assessment of less visible procurement segments, such as technical intellectual services.

Potential breaches of health, safety and human rights in labour-intensive markets, such as on-site services, represent a moderate risk, given:

- ◆ French social regulations. In 2023, 96% of Aéroports de Paris' suppliers were based in France;
- ◆ the preventive and remedial measures we put in place.

Our main risks are:

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

None of the services purchased generate "extreme" risks, such as explosives or ore extraction.

"Country risk" is limited because the majority of Aéroports de Paris' suppliers are domiciled in France. Our ADIT corruption risk assessment system, for example, has allowed us to identify potential suppliers on alert (0.2%) and take steps to prevent the negative impacts to which we were exposed by entering into contracts with them.

⁵⁴ These guidelines are based on the French Financial Markets' Authority (AMF) reference framework and the recommendations of the Association for Corporate Risk Management and Insurance (AMRAE).

Risks relating to suppliers and subcontractors

KEY RISKS

		GENERAL PROCUREMENT	ENERGY	AIRPORT EQUIPMENT	IT AND TELECOMS	BUILDING: STRUCTURAL WORK	OPERATIONAL SERVICES
	Capacity to influence						
	Value chain	Upstream				On site	
	Country exposure	✓		✓	✓		
OCCUPATIONAL HEALTH & SAFETY	Marked physical constraints: repetitive work, manual load handling, 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 and soil pollution	◆	◆	◆	◆	◆	◆
	Waste generation	◆	◆	◆	◆	◆	◆
	Depletion of natural resources (wood, water, etc.) and artificial resources (paper, cardboard, etc.)	◆	◆	◆	◆	◆	◆

Effects:  Serious  Moderate  Limited

Risks relating to suppliers and subcontractors

AN EXCEPTIONAL CONTEXT

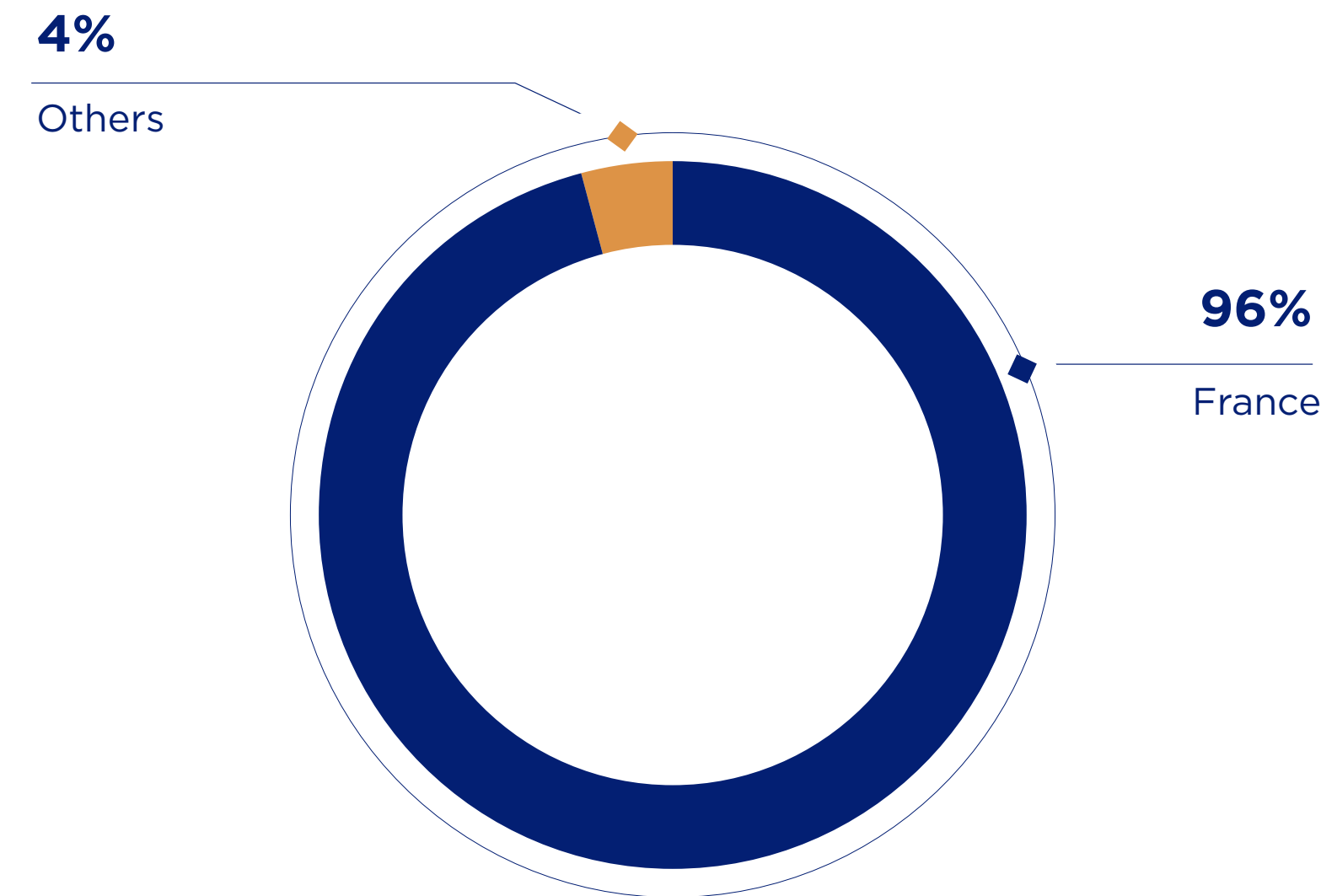
European Regulation No 833/2014⁶⁵ prohibits the awarding or continued performance of any public contract above European thresholds with persons of Russian nationality or with persons, bodies or entities owned by a Russian national.

Aéroports de Paris asked all its active suppliers and tender applicants to certify that they do not fall within this framework. To date, no cases of this nature have been detected among our suppliers.

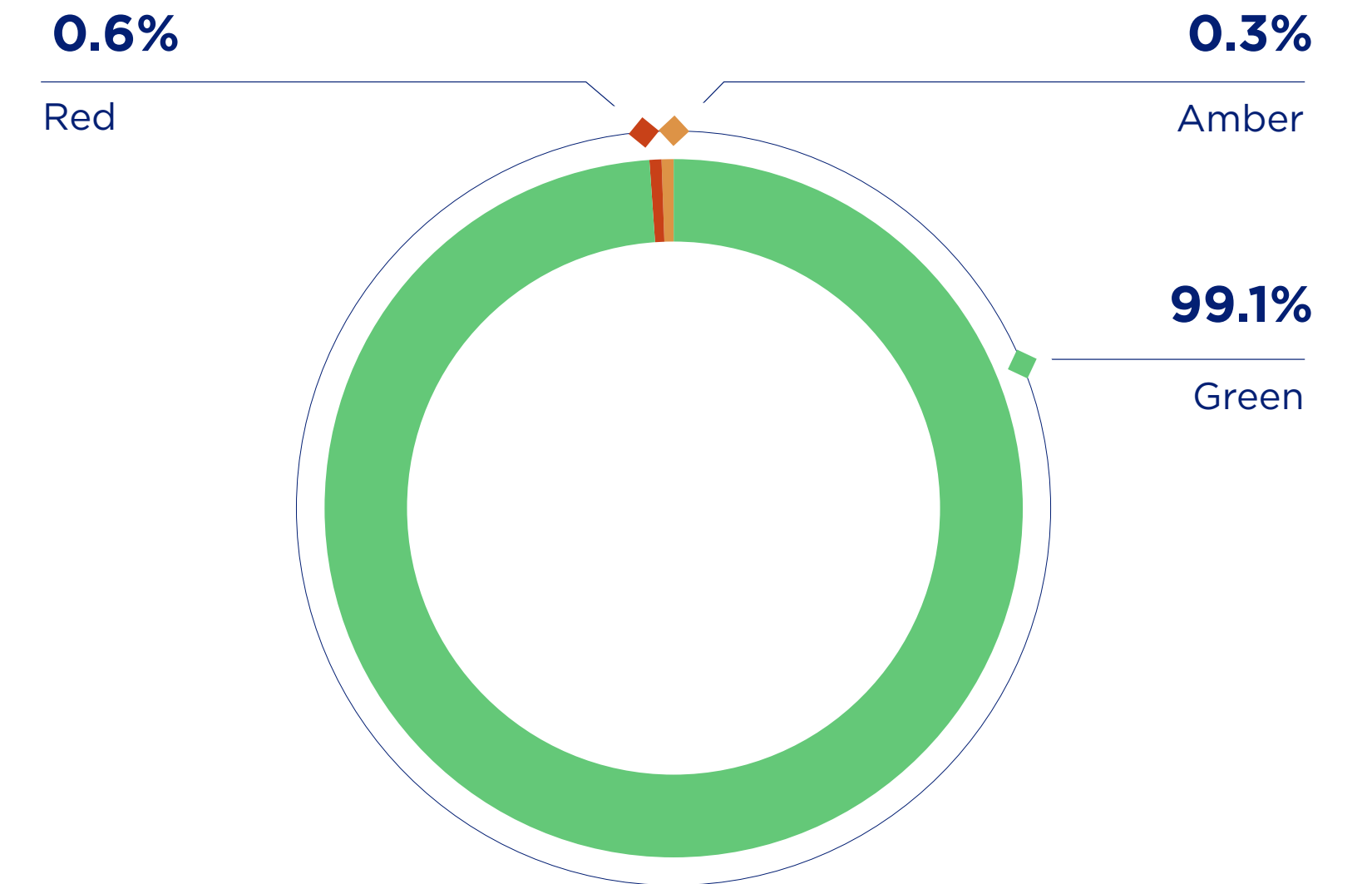
This approach is mandatory for companies governed by the French Public Procurement Code. It complements investigations carried out systematically by the General Resources, Supply Chain & Procurement Division into the probity of candidates during tenders or consultations from the very first euro of expenditure. It therefore safeguards contractual relationships and guarantees there will be no human rights violations or corruption.

⁶⁵ Affecting AIG, TAV, Hub One & Aéroports de Paris




2023 domiciliation of suppliers



2023 breakdown of supplier assessment results



Continuation of our contractual relationships:

-  Automatically continued, no further investigation required
-  Continued based on the results of additional analysis
-  Required approval from the Ethics Division

Pursuing an increasingly responsible procurement policy

Groupe ADP's General Resources, Supply Chain & Procurement Division has been committed to a responsible approach to procurement since 2010. The aim is to integrate business processes, tools and skills within a quality management framework, and to develop balanced supplier relations.

Since 2018, the scope has been extended to include internal general resources and those of certain customers. CSR requirements have been strengthened, with the ambition of transmitting and sharing objectives throughout the Group's supply chain.

Since 2021, under the impetus of the "2025 Pioneers" roadmap, the General Resources, Supply Chain & Procurement Division has added the circular economy to its scope of action with the creation of the Airport Market (see page 159), the world's first airport machinery and equipment resale platform. Finally, the General Resources, Supply Chain & Procurement Division shares its best CSR and responsible procurement practices with all Groupe ADP subsidiaries via the "One Group Purchasing Network".

AT GROUP LEVEL

Risk management policies and measures

- ◆ Group Procurement Policy
- ◆ CSR criteria for assessing and selecting supplier applications
- ◆ 5-35% CSR criteria weighting in calls for tender, depending on the procurement type for ADP and Hub One, since 2016
- ◆ Supplier CSR Charter integrated into all Aéroports de Paris contracts since 2018:
 - complying with applicable human rights regulations and the Group's ethical principles;
 - including the option to carry out audits and set progress plans;
 - including Group processes and tools for assessing third parties, helping to detect risks prior to entering into contracts.

The new **International Procurement Policy** was signed in 2022 by Groupe ADP's consolidated subsidiaries. It includes CSR and responsible procurement and develops three strategic areas.

- ◆ **Seeking the best value for money:** buyers define business needs to better anticipate, consolidate and standardise them. Their knowledge of the market, stakeholders and different types of contracts helps them design and implement procurement strategies that meet the company's objectives.
- ◆ **Supplier and partner relationships:** suppliers are contributors to the Group's performance. They are part of a strengthened relationship that is reflected in the selection process, the extent to which their services are monitored and their performance evaluations. They are encouraged to share the Group's values.
- ◆ **CSR and responsible procurement:** as of 2023, 95% of contracts include CSR criteria and sub-criteria.

Pursuing an increasingly responsible procurement policy

Ethics and compliance

The new International Procurement Policy, updated and signed by the consolidated subsidiaries⁶⁷ in 2022, covers CSR and responsible procurement matters at Group level. In the second half of the year, it was extended to include Merchant Aviation, ADP Ingénierie and ADP International.

As part of the “2025 Pioneers” roadmap, the General Resources, Supply Chain & Procurement Division is coordinating a continuous improvement approach with the subsidiaries’ procurement departments and finding synergies between CSR policies and responsible procurement practices. This has led to the creation of a joint roadmap based on the 2023-2025 action plans of AIG, Hub One and TAV (see page 161 onwards).

The approach is also being promoted at Liège Airport, Nuevo Pudahuel, Ravalala Airports and Zagreb Airport⁵⁵. The aim is to encourage them to draw up local action plans for 2024-2025.

“By streamlining our procurement practices and operating methods, we are improving in terms of transparency and performance.

In this way, every stakeholder – whether a procurement advisor, buyer or supplier/service provider – can benefit from our value chain”.

Dominique Étourneau
Director of the General Resources,
Supply Chain & Procurement
Division and Group Procurement

AÉROPORTS DE PARIS

› CSR AT THE HEART OF PERFORMANCE THROUGHOUT THE VALUE CHAIN

Aéroports de Paris’ General Resources, Supply Chain & Procurement Division has set up two expert units responsible for:

- ◆ CSR and responsible procurement;
- ◆ internal control and risk mapping.

These entities follow responsible procurement procedures, as part of an auditable and certified quality drive. They also 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.

The integrated management systems of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports, as well as those of our general aviation aerodromes, are ISO 9001, ISO 14001 and ISO 45001 certified. This involves integrating CSR requirements into our procurement processes for goods and services. Aéroports de Paris is also

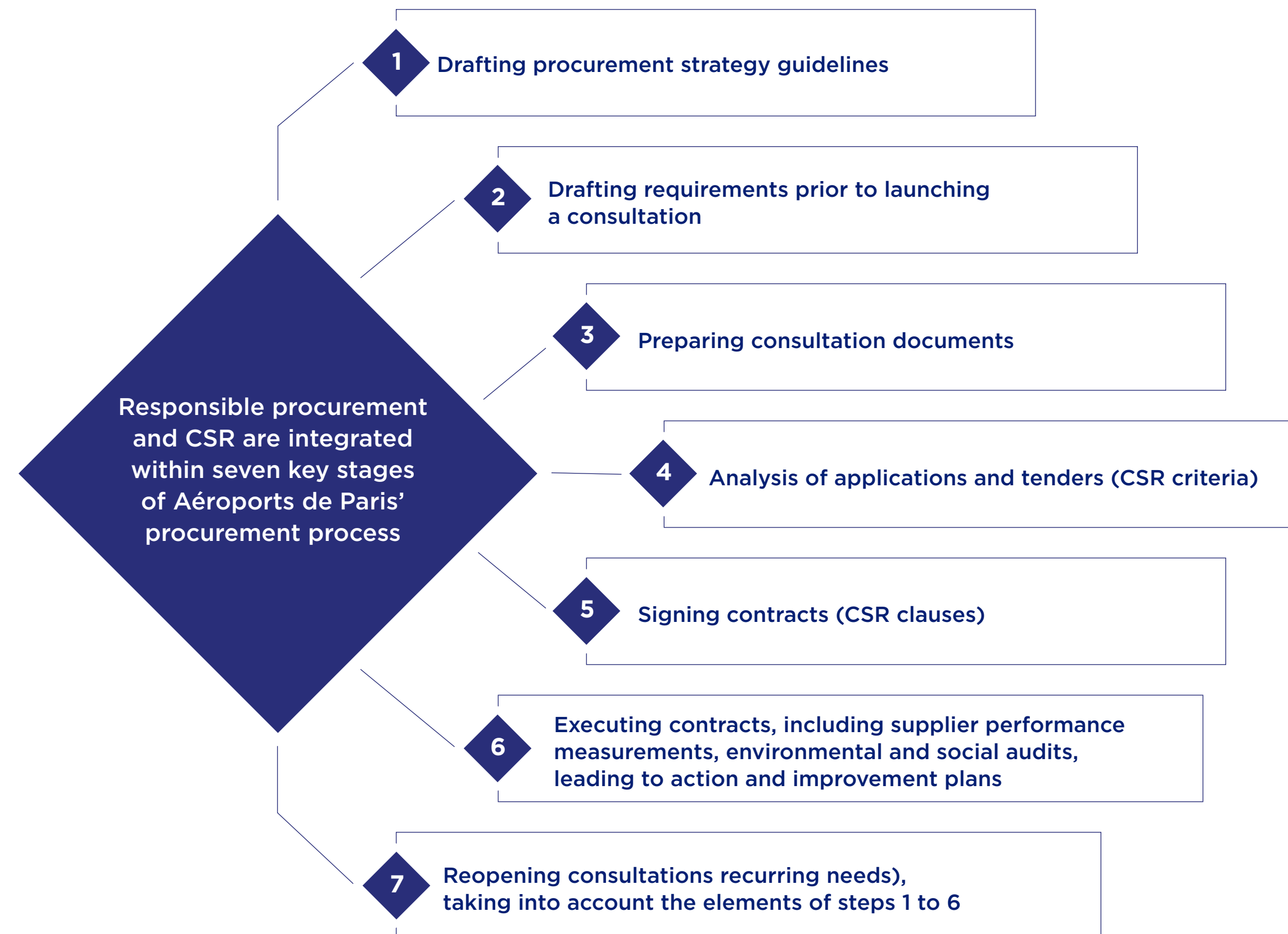
ISO 50001 certified, which covers all our Paris airports and the General Resources, Supply Chain & Procurement Division.

Aéroports de Paris’ Responsible Procurement and CSR Policy:

- ◆ integrates stakeholders in the procurement process into the “2025 Pioneers for Trust” strategy, while setting out the CSR areas covered;
- ◆ develops the strategic focus of procurement towards life-cycle analysis and full-cost evaluation.

⁵⁵ Signatories of the “Airports for Trust” Charter.

Pursuing an increasingly responsible procurement policy



› OUR PARTNER SELECTION CRITERIA:

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

- ◆ **a grid for identifying relevant CSR criteria and sub-criteria**, based on the risk analysis. Risk maps are updated whenever required. Implementation of the "2025 Pioneers" roadmap has led to a partial overhaul of the pre-existing elements;
- ◆ **a weighting of applicant offers**, generally between 5% (few risks identified) and 10% (some risks identified), or even more in the case of multiple risks of a significant and/or critical level, or when a higher level of consideration is required (expectations regarding other components of the rating, such as price, for example). The maximum weighting for all CSR sub-criteria combined is 35%;
- ◆ **specific documents and contractual clauses** adapted to take these criteria and sub-criteria into account. A technical guide has been drafted to target the procurement families with the highest risk in terms of their impact on energy consumption and to raise awareness among procurement advisors and buyers;

- ◆ companies submitting tenders must include **briefs outlining their commitments to social**, environmental and societal practices in the context of each consultation. These commitments include carbon footprint;
- ◆ these briefs are analysed by **procurement teams made up of procurement advisors**, with the support of Responsible Procurement and CSR Department officers. As part of this process, the teams may challenge applicants about their responses, practices and commitments.

› A PROACTIVE APPROACH TO SUSTAINABLE AND RESPONSIBLE PROCUREMENT

Aéroports de Paris' General Resources, Supply Chain & Procurement Division has long been committed to sustainable and responsible procurement. Aéroports de Paris was one of the first 20 companies to sign a "Responsible Supplier Relations Charter".⁵⁶

This initial step helped us obtain "Responsible Supplier and Procurement Relations" status in 2014. We have been favourably assessed every year, including in 2020, despite the difficulties associated with the pandemic.

⁵⁶ Drawn up by *Médiation des Entreprises* and *Centre National des Achats* in 2010.

Pursuing an increasingly responsible procurement policy

► IMPLEMENTING A SUSTAINABLE PROCUREMENT POLICY

Policy and objectives

Exceeding €1.5 billion per year, Aéroports de Paris' purchases include:

- ◆ general, service and operational procurement;
- ◆ works and maintenance procurement.

The Group's Procurement Policy is based on four strategic priorities:

1. Quality at the best price and in the shortest possible time;
2. Managing relationships with suppliers;
3. Responsible procurement and CSR;
4. Ethics and compliance.

This policy is based in particular on the Supplier & Partner CSR Charter signed by all suppliers under contract, which helps us promote and share our CSR commitments.

Aéroports de Paris supports suppliers with a view to progress and continuous improvement in relation to CSR. This approach allows us to work with them to develop products and services tailored to our quality of service requirements.

To achieve the highest level of CSR performance, Aéroports de Paris:

- ◆ promotes ethics and ensures the security of procurement and supply processes, in particular through third party assessments;
- ◆ reduces health and social risks;
- ◆ limits the environmental impact of products and services throughout their life cycle;
- ◆ stimulates the economic fabric and innovation through closer collaboration with SMEs in the region;
- ◆ promotes socially-beneficial procurement.

As part of the "2025 Pioneers for Trust" programme, the Logistics Services Procurement Division has strengthened its objectives as follows:

- ◆ gradually include a CSR assessment criterion in all contracts, depending on the nature of the contract and the risks assessed: environmental, social or societal aspects will account for between 5-30% of the weighted score;
- ◆ include energy performance criteria in all "energy-intensive" contracts;
- ◆ generate sales of €800,000, then €1,000,000, with companies in the sheltered workshop sector⁵⁷;

- ◆ include social inclusion clauses covering 5% of the hours worked on projects worth more than €50 million;
- ◆ participate in sharing best practice ideas in responsible procurement and the social economy via our charitable commitments (PACTE-PME, the Responsible Procurement Observatory, GESAT, etc.);
- ◆ influence our ecosystem of suppliers and partners towards more virtuous practices, converging with the "2025 Pioneers for Trust" initiative;
- ◆ play an exemplary role in the development of the circular economy, with initiatives such as the Airport Market (see page 159).

Some of the airports' operations have a high social impact, such as security, assistance for passengers with reduced mobility, maintenance, upkeep and safety. To identify related risks, we have mapped the social risks associated with our procurement activities.

In high-risk markets, all new service providers must explain their social practices in relation to the health, safety and quality of life in the workplace of their employees. These practices are assessed and taken into account when choosing partners.

Once contracts have been signed, social audits are carried out by independent external service providers, and supplier accident rates are monitored. Corrective support measures are also deployed. A subcontracting working group has been set up. It reports to the Executive Committee and includes Procurement, the Human Resources Division and airport safety officers. It has introduced new control systems:

- ◆ an accident alert process;
- ◆ harmonised ratings;
- ◆ safety grids designed to be included in all calls for tender;
- ◆ safety monitoring bodies working in conjunction with subcontractors and procurement advisors;
- ◆ a focus on safety in annual supplier performance reviews.

A variable portion of remuneration is based on successfully achieving CSR targets for:

- ◆ the Procurement Director;
- ◆ managers and buyers;
- ◆ logistic technicians;
- ◆ employees in the working environment and support services departments.

⁵⁷ Through vehicle cleaning, light waste collection, green space maintenance, small-scale building work, updating and digitising plans, consultancy and communication, post management, temporary administrative work, catering and meal trays, etc.

Pursuing an increasingly responsible procurement policy

2023 achievements and results

In 2023, Aéroports de Paris renewed its **Responsible Supplier Relations Label** held since 2014. Awarded by *Médiation des Entreprises* (part of the French Ministry of Finance) and *Conseil National des Achats* (the National Procurement Council), it recognises:

- ◆ tangible commitments to responsible procurement;
- ◆ the quality of relations with suppliers and subcontractors;
- ◆ respect for their interests as part of a balanced approach.

Based on a reference framework of over 200 questions, followed by an annual on-site audit, the process is designed to challenge the Logistics Procurement Division on its responsible procurement practices. We achieved “convincing” level status. Obtaining this status is equivalent to ISO 20400 certification.

Buyers receive training and take part in awareness-raising programmes on sustainable procurement on a regular basis. This year, employees in the Logistics Services & Procurement Division were made aware of new challenges in responsible procurement.

Sessions were organised for all buyers in:

- ◆ new environmental measures (associated with works, equipment and services);
- ◆ new social measures (occupational health and safety grid) and social commitments (disability sector, social inclusion, local procurement).

As of late 2023:

- ◆ All Aéroports de Paris’ energy-intensive contracts (eight contracts awarded in 2023) include an energy performance criterion;
- ◆ Aéroports de Paris has entrusted €920,000 of procurement to a dozen suppliers from the sheltered workshop sector. 80% of these services are covered by multi-year contracts and recurring orders;
- ◆ over 38,900 hours, representing 5.8% of the total for the 12 projects concerned in 2023, were worked by 75 people on social integration schemes;
- ◆ the decarbonised procurement roadmap was drafted following a survey of the top 100 suppliers with the highest emissions. It aims to integrate SMEs and mid-sized companies, which account for a significant proportion of subcontracting and direct procurement;

- ◆ two environmental audits and five social audits were carried out on suppliers, leading to action plans with the holders of the contracts audited;
- ◆ at least 478 pieces of airport equipment or machinery were resold to other airports or third-party operators through our Airport Market business, generating sales of over €2,000,000. This represents avoided carbon emissions of more than 1,600 tonnes of CO₂ amortised over their extended life cycle;
- ◆ measures to monitor supplier compliance have been strengthened, with the introduction of automatic and regular reporting of any alerts concerning them;
- ◆ an interdisciplinary project involving the General Resources, Supply Chain & Procurement Division’s support and negotiation units has resulted in a new tool capable of providing automated forecasts for each consultation, including:
 - risk levels;
 - criteria and sub-criteria;
 - weightings and requirements that apply to buyers and procurement advisors;
- ◆ a reminder of Groupe ADP’s whistleblowing system, which is open to our partners and subcontractors, has been added to the “Responsible Supplier

Relations Label” section of the website (parisaeroport.fr). This further optimises opportunities for our external stakeholders to report any social or ethical malpractice.

Thanks to this dynamic, and our continuous improvement approach, we have been able to successfully renew our ISO 9001 and ISO 20400/Responsible Suppliers & Procurement certifications (since 2014).

KEY FIGURES 2023

95%

OF AÉROPORTS DE PARIS CONTRACTS

include a CSR rating criterion. They account for over 96% of Procurement Division spending

150,000

INTEGRATION HOURS

committed to works projects worth more than €50 million in 2022-2025 by incorporating social inclusion clauses

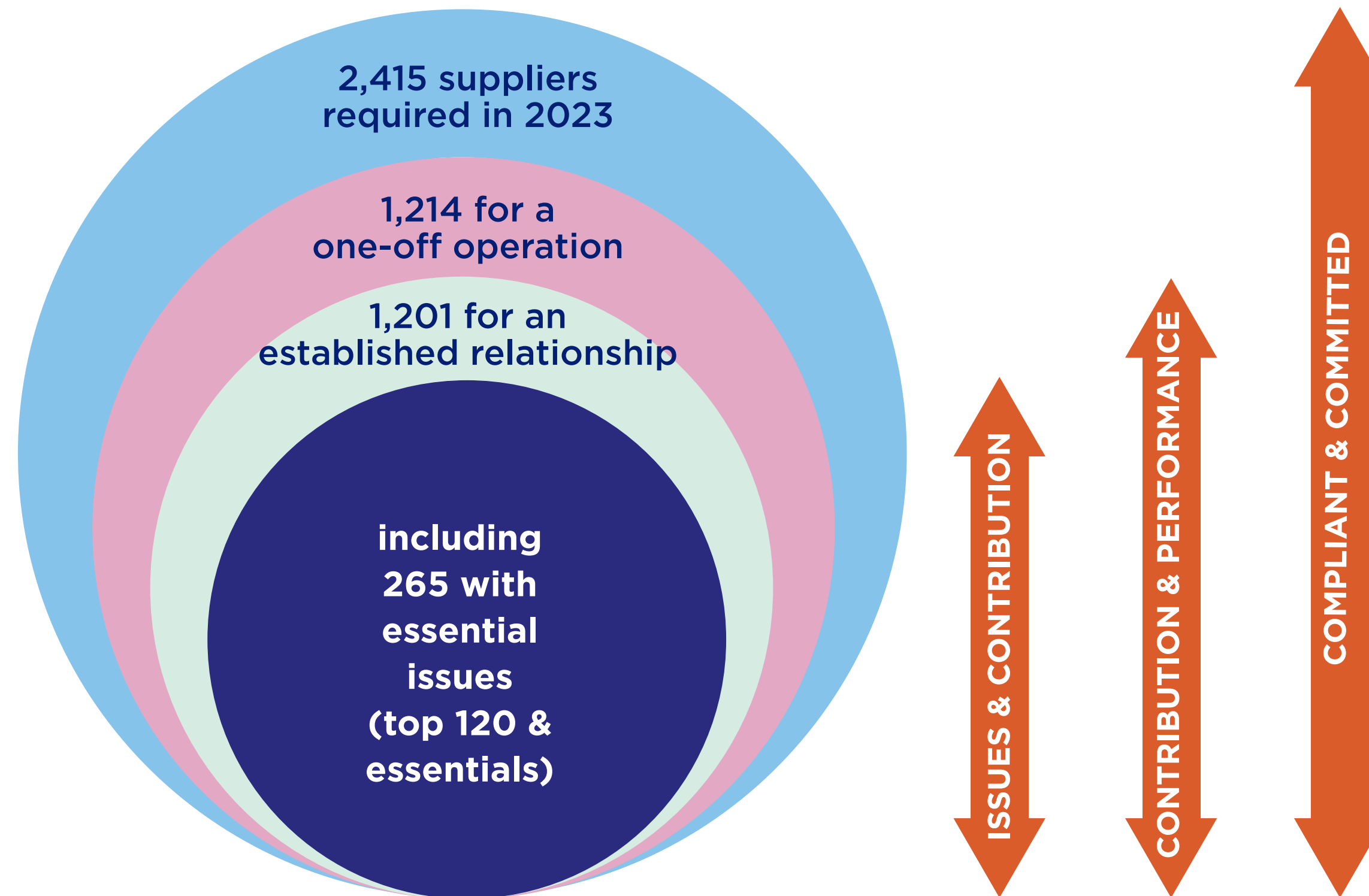
Pursuing an increasingly responsible procurement policy

➤ PROCUREMENT SEGMENTATION BASED ON RISK ANALYSIS

In order to mitigate the risk of disruption in the supply of certain products that are essential to the continuity of airport operations, Aéroports de Paris ensures that these products are identified and that back-up plans are in place.

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

The PROVIGIS⁵⁸ compliance rate for legal documents to be included in contract performance has been maintained, rising to 83% by the end of 2023.



⁵⁸ 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.).

Pursuing an increasingly responsible procurement policy

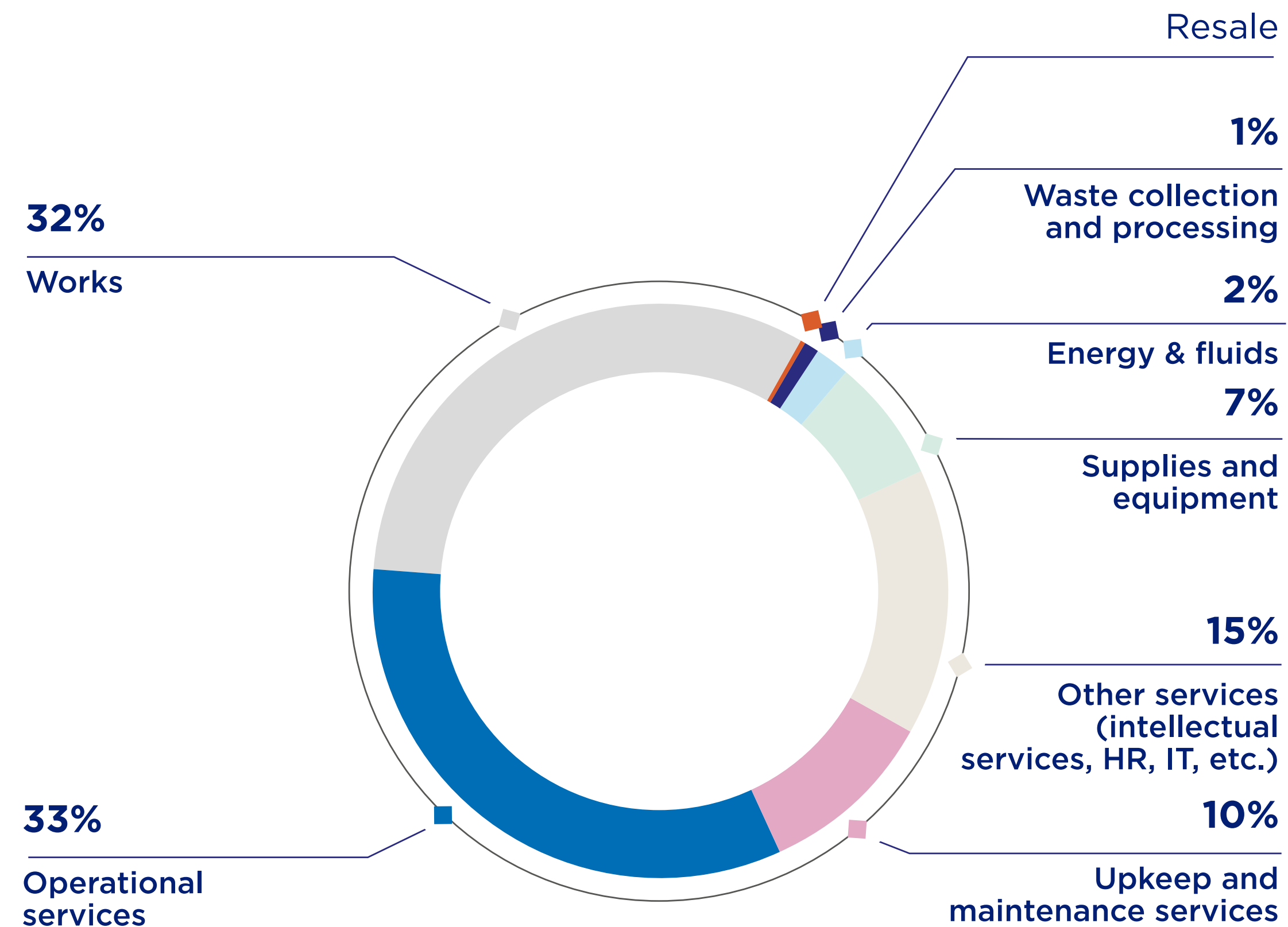
› THE PREDOMINANTLY LOCAL FOOTPRINT OF AÉROPORTS DE PARIS' PROCUREMENT

Procurement is seen as a driver for creating value for all our stakeholders.

Procurement is what allows us to operate our airports and provide our customers with the services they need to carry out their operational activities. These services are 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.

Aéroports de Paris' influence is therefore mainly exercised in a direct manner and in a context that does not expose us to significant or uncontrollable risks in terms of human rights and fundamental freedoms. We seek to facilitate access to our contracts for SMEs/mid-sized companies, employees on social integration schemes and the sheltered workshop sector.

Breakdown of 2023 spending by procurement/service category



KEY FIGURES 2023

40
FULL-TIME EQUIVALENTS (FTES)
IN THE SHELTERED WORKSHOP
SECTOR

€920,000
SPENT WITH COMPANIES
OFFERING TAILORED SUPPORT
AND THE SHELTERED
WORKSHOP SECTOR

1,180
SMES/MID-SIZED
COMPANY SUPPLIERS

€413m
SPENT WITH VSES/SMES/MID-SIZED
COMPANIES

Encouraging reuse and the circular economy: the Airport Market

In 2021, the General Resources, Supply Chain & Procurement Division launched its **reconditioning and resale programme for airport machinery and equipment**. The aim of the programme is to enhance the value of decommissioned movable assets, so that airports without the financial resources to acquire new assets can still benefit from them.

Technical preparations are made in collaboration with manufacturers or their approved technicians and, where appropriate, with technical inspection bodies to ensure that the machinery and equipment is in good working order before being sold.

A **digital marketplace** was developed with the French startup Elecom and went online at the end of 2022.

2023 saw the programme start to ramp up. The footprint has been extended to all continents, with orders in excess of €2,000,000. These orders are generated by around twenty international airport managers and operators, both within and outside Groupe ADP, as well as specialist equipment leasing companies, and even local economic stakeholders in the Paris region.

Airport Market is becoming a world-renowned feature of Groupe ADP's circular economy policy. It means:

- ◆ Groupe ADP can gain visibility;
- ◆ manufacturers can win new customers;
- ◆ lifespans can be extended and carbon footprints reduced.

KEY FIGURES 2023

€2.1m

TOTAL TURNOVER IN 2023
WITH 41 PURCHASE ORDERS
RECEIVED FROM THREE CONTINENTS

+478

PIECES OF EQUIPMENT SOLD
IN JUST ONE YEAR

+114

MEMBER AIRPORTS
ON 5 CONTINENTS

+290

PIECES OF EQUIPMENT FOR SALE
ON AIRPORT MARKET

44% gross
58% net

HIT RATE:
PROFORMA/# PO

DECARBONISATION:

1,600

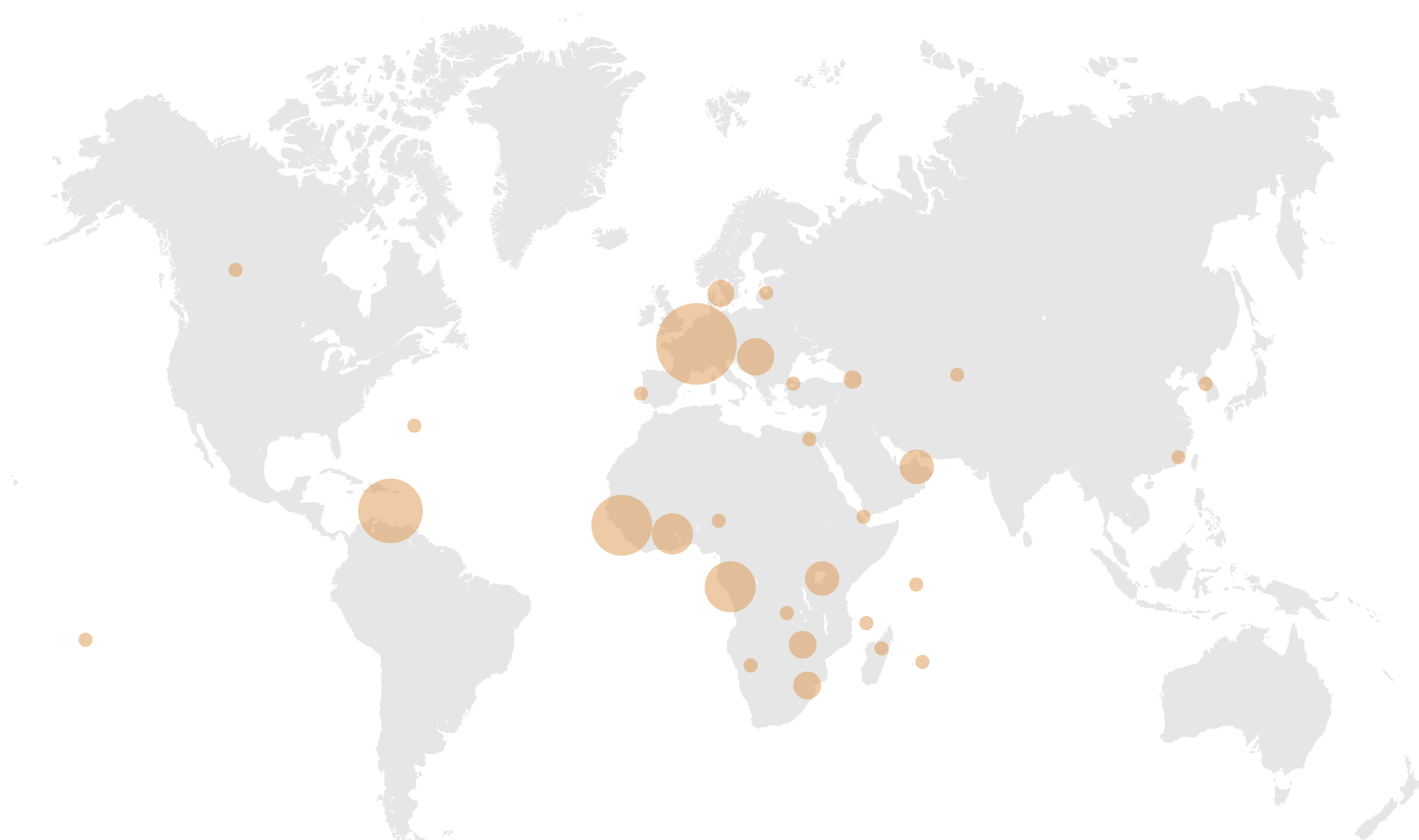
TONNES IN 2023 YTD,
ESTIMATE BASED ON ISO 14064
STANDARD
& GHG EMISSION STATEMENTS

273

TONNES OF EQUIPMENT SOLD

Encouraging reuse and the circular economy: the Airport Market

Airport Market's international footprint: 114 affiliated airports as of late 2023



Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network*

The General Resources, Supply Chain & Procurement Division is hoping to strengthen synergies between stakeholders in its supply chain, and play a role in drafting future roadmaps for decarbonisation.

Internally, we ensure that all Group procurement departments take part in our working sessions, in order to maintain strategic consistency and guarantee compliance with local regulations.

Externally, our role as facilitator of this supply chain takes the form of:

- ◆ frequent and targeted communication with our partners and suppliers;
- ◆ questionnaires;
- ◆ themed webinars;
- ◆ regular 360° satisfaction surveys;
- ◆ cross-ownership of managerial and strategic events.

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



Legal Division colleagues chat at head office, Paris-Charles de Gaulle
© WTTJ for Groupe ADP

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network

AT GROUP LEVEL

› INCLUDING SUBSIDIARIES (CONSOLIDATED GROUP SCOPE) IN OUR SUSTAINABLE AND RESPONSIBLE PROCUREMENT APPROACH

The “One Group” aim of the strategic plan is to “build a global, integrated and responsible Group”.

In terms of procurement, this aim can be reflected in the creation of an international procurement network that currently comprises the procurement directors from Aéroports de Paris, AIG, Hub One and TAV Airports.

› EXPANDING OUR INTERNATIONAL PROCUREMENT NETWORK

As a continuation of the approach launched back in September 2021, the *procurement network* has continued its convergence efforts and has been extended to non-consolidated entities.

- ◆ The non-consolidated entities of Liège Airport, Nuevo Padahuel Airport, Ravinala Airports and Zagreb Airport were invited to join this procurement convergence process in April 2023. Following preparatory work, they have been part of *procurement network meetings* since February 2024.
- ◆ These meetings, renamed *procurement network meetings+* for the occasion, now bring together the procurement directors of Aéroports de Paris, AIG, Hub One and TAV Airports, as well as Liège Airport, Nuevo Pudahuel Airport, Ravinala Airports and Zagreb Airport on a monthly basis.

› SYNERGIES

2023 saw a new system for coordinating and steering procurement synergies introduced (sharing negotiation plans, active contracts, expertise requirements, meetings with international *category buyers*).

An initial joint negotiation was successfully conducted on winter products, resulting in significant gains. The opening up of certain Aéroports de Paris SA IT markets and sharing expertise on local negotiations for services and works have also demonstrated the added value of this type of networking. As part of the Airport Market initiative, it should be noted that certain subsidiaries have been able to meet their procurement needs by benefiting from the resale of used airport equipment from Aéroports de Paris, which further validates the relevance of the second-hand model within the network.

› UPDATING RISK ANALYSES

Risk analyses have been carried out by each of the consolidated entities on the basis of common risk maps (10 key controls, strategic and plan B procurement, strategic suppliers, procurement *process mapping*, *corruption risk mapping* and ethics surveys). As part of this process, the 10 key controls were approved by the Group’s Audit Division.

Risk analyses carried out locally will be updated in 2024 for Aéroports de Paris and the consolidated entities. These analyses will be initiated for non-willing consolidated entities.

Dimensions of environmental and social risks already developed by Aéroports de Paris will also be integrated into the international approach, which will therefore respond more precisely to the challenges and requirements of our duty of vigilance.

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network

This collaborative work, now in its second year with the consolidated entities, is helping to roll out a risk management culture within the network’s procurement departments.

› IMPLEMENTING CSR ROADMAPS

The CSR pillar of the Group’s Procurement Policy, as part of the “2025 Pioneers for Trust” strategy, has led to a CSR procurement roadmap being created by TAV, AIG and Hub One, alongside the first actions to implement it. In 2024, the process will be extended to willing non-consolidated entities.

The initiative offers a more comprehensive vision of our CSR approach by integrating steps already taken, such as the CSR charters signed by TAV’s, AIG’s and Hub One’s main suppliers.

› WORLD BANK AUDIT

Securing the World Bank audit led to the following action plan in 2023:

- ◆ signing the Group Procurement Policy;
- ◆ procurement manager involvement in Group procurement network initiatives;
- ◆ procurement organisation compliance with:
 - the 10 key internal controls;
 - main suppliers signing the CSR Charter;
 - defining and implementing a multi-year CSR roadmap;
 - delegations of authority, segregation of duties and the execution of traceable, transparent and auditable procurement processes;
- ◆ commitment among the entities’ CEOs to implementing the signed Group Procurement Policy.

Lastly, the international procurement network, extended to willing non-consolidated entities, now has practical measures in place for these three pillars (synergies, risk management and CSR).

The momentum generated by initial convincing achievements, particularly in terms of synergies, should allow us to take various initiatives further in 2024 and meet new compliance challenges in terms of decarbonisation, implementing CSRD regulations and DJSI assessments.



An aerial view of Groupe ADP headquarters, Roissypôle Est, at Paris-Charles de Gaulle
© Arnaud Gaulupeau for Groupe ADP

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network

Groupe ADP procurement network: progress in 2022 and 2023, and the 2024-2025 roadmap

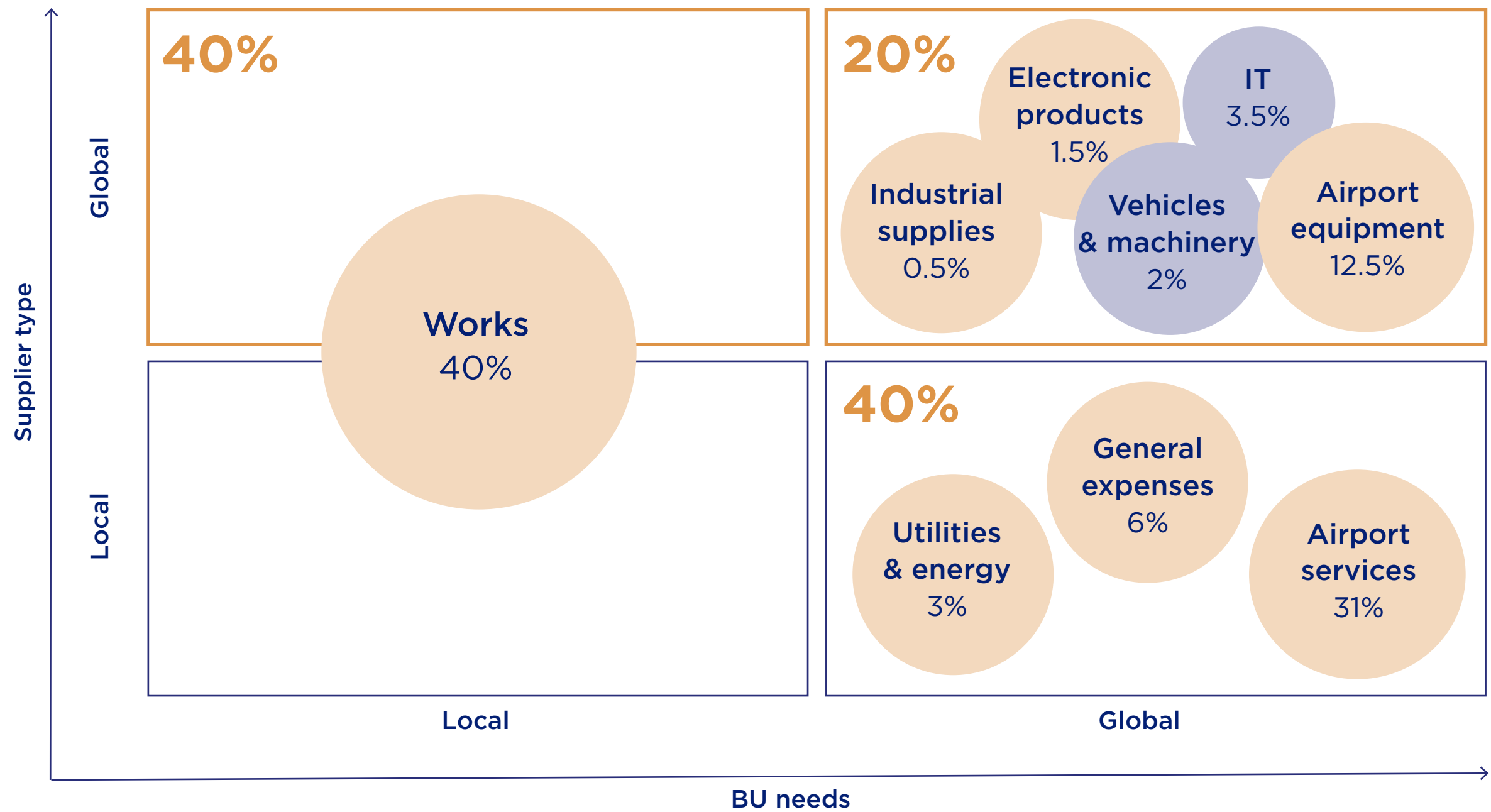
The 2025 roadmap is designed to build on measures implemented since 2022 and meet the challenges of the future.



Timeline

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network

A pragmatic approach: striking the right balance between global and local negotiations



PROCUREMENT SEGMENT	2023 SPENDING (ADP, AIG, HUB ONE, TAV)
Airport services	€570m
Equipment	€228m
Construction & infrastructure	€554m
General expenditure	€219m
Utilities and raw materials	€53m
Vehicles & machinery	€45m
IT and telecommunications	€179m
Industrial supplies	€15m
Other	€61m
TOTAL	€1,924M

Four action plans were identified following discussions with consolidated and non-consolidated companies:

- ◆ Global suppliers/Global needs (category 1): worldwide joint calls for tender
- ◆ Local suppliers/Global needs (category 2): Groupe ADP’s expertise in specific segments (airport services, maintenance)
- ◆ Global suppliers/Local needs (category 3): negotiations with joint suppliers (Europe only)
- ◆ Local suppliers/Local needs (category 4): sharing expertise on request

These action plans have been active since May 2023.

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network

AÉROPORTS DE PARIS

› INCREASED VIGILANCE WITH REGARD TO ACCIDENTS AT OUR SERVICE PROVIDERS

Particular attention is paid to the working conditions of subcontractors and on Aéroports de Paris work sites.

The accident rate among service providers is one of the priorities of Aéroports de Paris’ multi-year “Prevent to Succeed” action plan (see page 105).

Since 2021, a **Zero Accidents Charter for construction sites** has been integrated into contracts between us and our contract holders, as well as their subcontractors.

Aéroports de Paris’ Engineering & Capital Projects Division (ECP) has established a specific preventive approach for all companies working on its sites. **The aim? No more serious accidents on our worksites from 1 January 2023.**

This policy is based on a number of measures:

- ◆ setting out **12 safety standards**;
- ◆ **sharing responsibility between project owners** and prime contractors for monitoring key safety indicators;
- ◆ introducing a **shared approach to raising awareness among all employees**.

This prevention policy has led to a significant reduction in work-related accidents (down 60% in 2022 compared with 2021). No orange alerts have been recorded, but there has been one red alert likely to result in work-related accidents with hospitalisation and/or serious after-effects on sites managed by ECP. The frequency rate at the end of December 2023 was the lowest for five years and the fall in the severity rate continued.

In 2023, 188 employees from the Engineering Division attended a two-day training course to learn how to identify safety hazards on worksites. Safety visits to construction sites are now common practice among project teams and help reduce risks.

The **“Worksite Safety Policy” educational guide** was sent to all Aéroports de Paris suppliers as part of the 2023 satisfaction survey. It is also included in the document database on the General Resources, Supply Chain & Procurement Division’s intranet and Internet sites.

Other progress made in 2023 includes:

- ◆ The rollout of a new “Occupational Health and Safety (OHS) Grid” as part of works and maintenance contract consultations, to reinforce the requirements in terms of good practice among our service providers
- ◆ Further strengthening of OHS criteria in contracts:
 - systematic OHS clauses in operations/maintenance/works service contracts;
 - recommendations on the choice and weighting of CSR criteria in contracts;
 - leading a prevention network with our main subcontractors, with performance reviews and monitoring indicators
- ◆ Awareness campaigns on prevention issues among buyers and procurement advisors

- ◆ Since 2021, the company has been taking part in the combined airport approach steered by DRIETS55, in collaboration with CRAMIF, to coordinate efforts to improve working conditions for baggage handlers and security officers. In 2022:
 - changes were made to working conditions for security staff at security checkpoints;
 - baggage standards were established, including baggage room design;
 - baggage room signage was improved;
 - baggage weights and types were addressed;
 - accidents in the workplace were prevented and working conditions for baggage handlers improved
- ◆ Performance reviews organised alongside the airports’ occupational safety coordinators in order to draw up action plans to significantly reduce accidents, and prevent serious accidents in particular
- ◆ Continuation of the accident alert system for service providers working at our facilities and to identify operational risks. The reports generated are monitored by the Executive Committee

Sharing and working with our subsidiaries to build a common procurement culture based on performance, risk management and CSR, and promoting this approach among other airports in the “Airports for Trust” network



Accident monitoring

Particular attention is paid to the working conditions of Aéroports de Paris' subcontractors and worksites. Information on the nature and causes of workplace accidents is included in fortnightly Executive Committee reports.

They are classified according to their severity to:

- ◆ standardise the information shared with all stakeholders;
- ◆ monitor the consequences of these accidents on the health of those impacted;
- ◆ introduce corrective measures.

KEY FIGURES 2023

11

REPORTS OF SERIOUS ACCIDENTS AMONG OUR SUBCONTRACTORS/PARTNERS including:

- 4 orange alerts (compared with 7 in 2021 and 2022 and 19 in 2020)
- 3 red alerts (compared with 1 in 2021 and 2022 and 4 in 2020)

Alerts issued as part of the Executive Committee accident monitoring system



© Gwen Le Bras for Groupe ADP

Monitoring system for our partners

Audits and corrective action plans for our partners' actions are carried out to guarantee continuous improvement.

An external audit process has been in place since 2014 for social aspects and was extended to environmental aspects in 2022. Suppliers in the main social and environmental risk segments are audited. Contracts with high social/environmental and image risks are audited by a specialist independent external firm.

These audits allow suppliers to be challenged and make progress over the duration of their contracts on the factors that are important to Aéroports de Paris. The results are fed back to suppliers, who are then asked to come up with corrective action plans. Action plan progress is analysed in conjunction with procurement advisors.

These audits covered more than 60% of turnover for operating service contracts

(security, cleaning, safety, green spaces, PRM, etc.) and maintenance contracts, and more than 88% of road and network service contracts in 2018 and 2019. They were continued despite the pandemic in 2020, but in smaller numbers given the reductions in activity and budget constraints.

26 audits were carried out among:

- ◆ contract holders in the cleaning sector;
- ◆ in safety;
- ◆ in airport security;
- ◆ in PRM assistance;
- ◆ in green space maintenance;
- ◆ and in infrastructure work.

Audits are used to make sure our partners comply with their commitments. They help identify improvements over the course of contracts and among the suppliers and service providers concerned.

Improvements are:

- ◆ integrated into regular supplier performance measurement sessions;
- ◆ capitalised on over the medium term, during calls for tender and when renewing recurring contracts;
- ◆ integrated into procurement strategy guidelines.



WHISTLEBLOWING SYSTEM

AND MONITORING

Whistleblowing system

The whistleblowing system is one of the pillars of the Ethics and Compliance programme. It provides a secure channel for Groupe ADP stakeholders to express their views.

Accessible since the end of 2018 to Group employees and those of our suppliers and subcontractors, 7 days a week, 24 hours a day, the whistleblowing platform – <https://alert.groupeadp.fr> – can be used to report failings or breaches of the law, regulations or company values, and particularly serious environmental, human rights or health and safety violations.

The criteria for the admissibility of reports and whistleblower protections 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 report and are bound by the same rules of confidentiality, signs off this strategy, as well as all conclusions and recommendations, such as sanctions or process improvements, in a collegial manner.

The Director of Ethics and Personal Data is the guarantor of the whistleblowing system and reports directly to the Group's Chairman & Chief Executive Officer to ensure its independence.

Once the admissibility of a report has been confirmed, it must be dealt with as quickly as possible. In this context, an investigation or audit may be launched.

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 individual may be punished.

The whistleblowing platform and whistleblower protections are the subject of regular communications from Groupe ADP within the organisation's consolidated scope.

Groupe ADP also communicates with suppliers and subcontractors about the whistleblowing system via the Supplier CSR Charter. This document must be signed by suppliers and appended to each new contract. It is supplemented by regular reminders to key suppliers regarding their obligations in this area with their own staff.

“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
at Transparency International

Whistleblowing system

Awareness of and trust in the whistleblowing system are two indicators that determine its efficiency. They are measured annually as part of the ethics survey:

KEY FIGURES 2023

79%

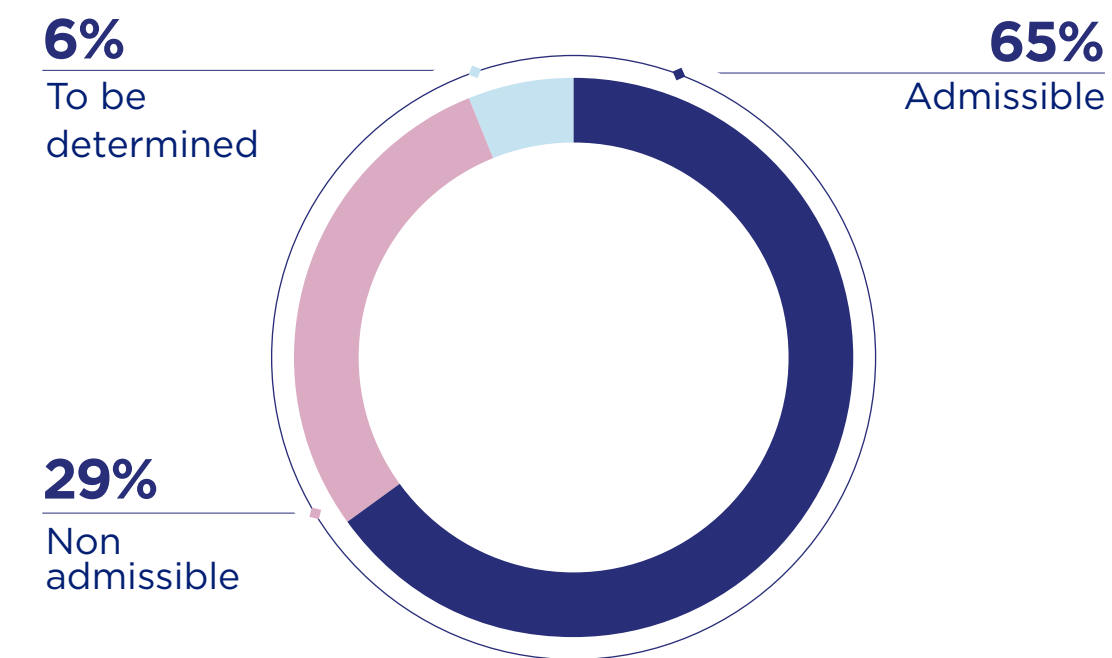
OF EMPLOYEES WHO ARE AWARE OF THE WHISTLEBLOWING SYSTEM CONSIDER IT TO BE EFFECTIVE (vs 61% CEA*)

70%

OF EMPLOYEES TRUST THE GROUP WOULD PROTECT THEM IF THEY REPORTED SOMETHING (vs 61% CEA*, vs 71% in 2022 – 64% CEA* – and 64% in 2021 – 63% CEA*)

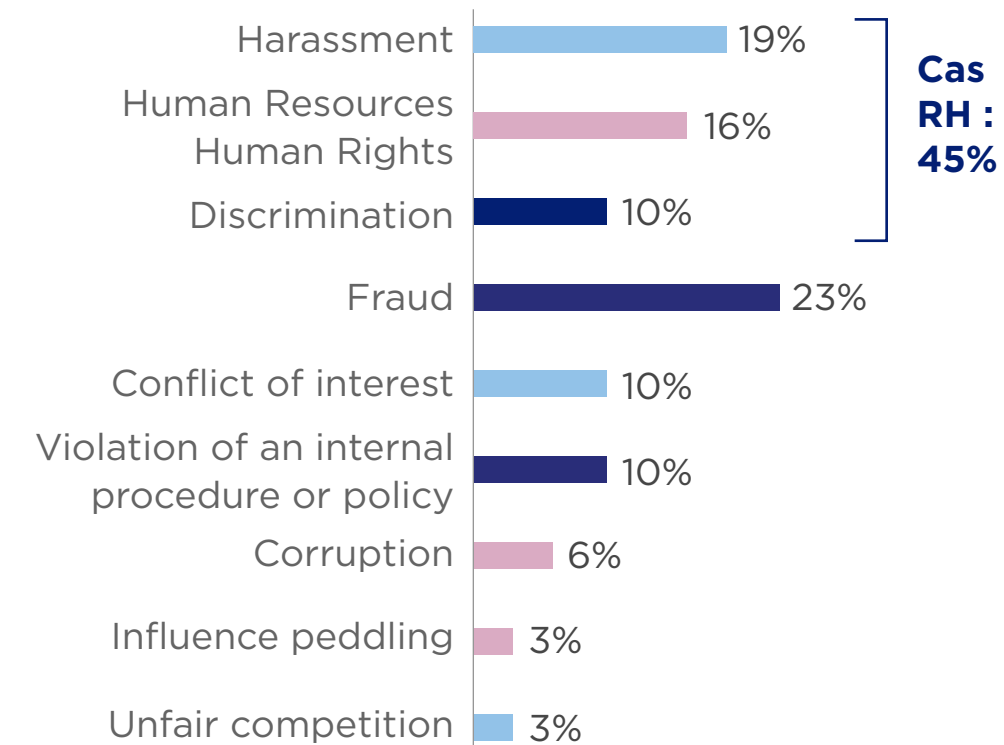
* A survey of large companies carried out by *Cercle d'Éthique des Affaires* (CEA)

2023 admissible whistleblowing reports*



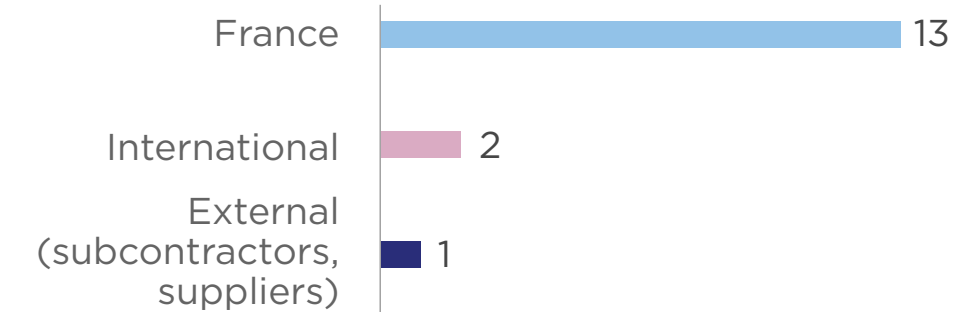
Type of allegations received and dealt with* via the Group's whistleblowing system

31 ADMISSIBLE WHISTLEBLOWING REPORTS IN 2023

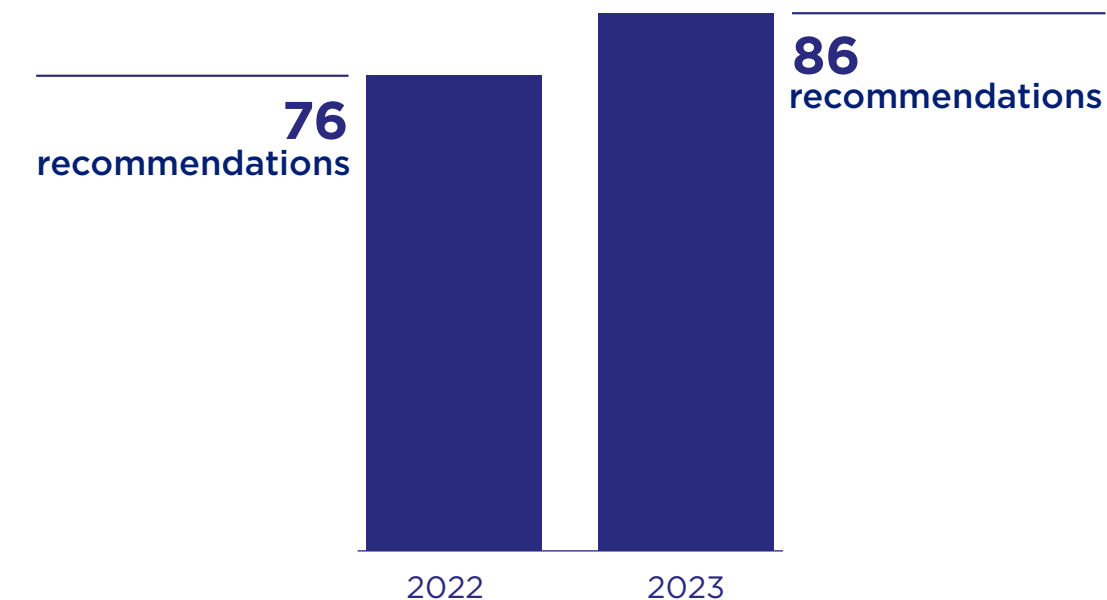


* Whistleblowing reports that are admissible within the meaning of the legal requirements but not necessarily proven.

2023 admissible reports* by location



Recommendations made after dealing with admissible whistleblowing reports



Recommendations made after dealing with reports vary in nature and are adapted to each individual case, but may include making changes or improvements to processes or organisation, changes to or monitoring of an individual's position, and disciplinary proceedings.

CONTINUOUS IMPROVEMENT APPROACH

› IMPROVING COMMUNICATIONS ABOUT THE WHISTLEBLOWING SYSTEM

In 2024, a direct link to the whistleblowing system will be added to Groupe ADP's supplier page: [Suppliers and procurement policy – Groupe ADP – Paris Aéroport \(parisaeroport.fr\)](#). A link will also be added to the future Group extranet once it is up and running.

› STRENGTHENING WHISTLEBLOWING REPORT PROCESSING

In 2024, the *process* will include a specific component on duty of vigilance, dealing directly with the complexity of handling reports on suppliers, subcontractors or within our own value chain.

Summary of monitoring indicators

ENVIRONMENT

The figures presented in this summary table relate to consumption in 2023 at the airports that have signed the Airports for Trust Charter.

A detailed list of contributors by scope is presented in the methodological note in Groupe ADP's Extra-Financial Performance Declaration.

Controlled airports count entirely for the Group, while non-controlled airports are counted on a pro rata basis, according to the percentage of ownership.

INDICATORS	ADP SA (Paris CDG, Paris Orly and Paris LBG)			CONTROLLED AIRPORTS			NON-CONTROLLED AIRPORTS			GROUP TOTAL		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Total energy consumption (MWh)	748,435	728,600	793,016	355,455	351,317	203,121	75,549	64,448	Not available	1,179,439	1,144,366	996,137
Percentage of renewable energy consumed	72%	68%	65%	1%	1%	0%	44%	6%	Not available	49%	44%	47%
Total water withdrawal (cubic metres)	3,336,229	3,263,264	2,570,510	2,359,268	2,386,983	1,176,967	752,074	1,297,868	Not available	6,447,572	6,948,114	3,747,477
Non-hazardous waste (NHW) recovery rate (%)	47%	44%	40%	2%	10%	14%	14%	12%	Not available	22%	32%	35%
Total amount of non-hazardous waste collected (tonnes)	32,581	29,150	15,196	40,191	12,789	3,469	4,174	3,671	Not available	76,946	45,611	18,665
Percentage of new buildings certified	17%	17%	Not available	-	-	Not available	-	16%	Not available	17%	15%	Not available
Total CO ₂ emissions, scopes 1 and 2 LB (tonnes of CO ₂ equivalent)	81,536	61,128	76,586	86,013	92,641	51,485	-	-	Not available	167,549	153,769	128,071
Total CO ₂ emissions, scope 1 (tonnes of CO ₂ equivalent)	46,332	46,651	63,518	33,092	32,365	25,958	-	-	Not available	79,935	79,016	89,477
Total CO ₂ emissions, scope 2 LB (tonnes of CO ₂ equivalent)	35,203	14,476	13,068	52,921	60,277	25,527	-	-	Not available	88,124	74,753	38,594
Total CO ₂ emissions, scope 2 MB (tonnes of CO ₂ equivalent)	-	-	-	52,938	60,282	25,527	-	-	Not available	52,938	60,282	25,527
Percentage of decarbonised light vehicles (airport operator's fleet) (decarbonised = electric/biogas/low-carbon hydrogen)	33%	29%	Not available	4%	5%	Not available	7%	2%	Not available	17%	19%	Not available
Variation in CO ₂ since base year (MB)	-75%	-74%	-65%	-7%	-6%	Different scope	-	-	Not available	-52%	-51%	Different scope
Variation in CO ₂ since base year (LB)	-55%	-66%	-58%	-7%	6%	Different scope	-	-	Not available	-39%	-42%	Different scope

Summary of monitoring indicators

A few details on this data:

- ◆ this year, two airports were unable to participate in environmental reporting: TAV Madinah and TAV Jeddah;
- ◆ CO₂ emissions indicators only consider the internal scope. Third-party organisations at airports are therefore not included in emissions calculations;
- ◆ the same applies to hazardous waste collected;
- ◆ scope 2 emissions calculations using the *market based* method take the residual mix into account for airports in France. As the residual mix is not available for airports abroad, the consumption mix is used.

Groupe ADP has also set quantitative targets for 2025.

INDICATORS	2025 TARGET	2023 STATUS	2022 STATUS
Percentage of low-carbon light vehicles (airport operator's fleet) (low-carbon = electric/biogas/low-carbon hydrogen)	25%	17%	19%
Percentage of carbon-free ground handling vehicles and equipment	50%	40%	19%
Percentage of renewable energy consumed	55%	49%	44%
Water distribution network efficiency	80%	76%	77%
Non-hazardous waste (NHW) recovery rate	40%	22% ²	32%
NHW recovery rate from terminals (passengers and retail)	50%	20%	18%
Percentage of new-build projects, major refurbishments and developments with environmental certifications approved during the year ¹	100%	1%	15%
Variation in CO ₂ since base year (MB)	-50%	-52%	-51%

¹ The Group's aim is to apply environmental certifications to all major new-build, renovation and redevelopment projects (worth over €5 million).

² Excludes data from Enfidha, Gazipasa and Zagreb. Given the time constraints on data collection and verification, Almaty Airport was only able to communicate their total waste for a larger scope than requested. In 2023, this figure will therefore include demolition and construction waste for Almaty, which is normally excluded from the scope of this indicator. Without taking into account a value for Almaty in 2023, the material recovery rate for waste is estimated to be between 5-7% for controlled airports, and between 32-35% for the entire Group.

Summary of monitoring indicators

HUMAN RIGHTS

RISK	INDICATORS	SCOPE	2023	2022	2021
HEALTH, SAFETY AND QUALITY OF LIFE IN THE WORKPLACE	Percentage of Group employees with access to the whistleblowing system and questioned as part of the ethics survey	Group	100%	100%	100%
	Accidents in the workplace frequency rate	Group	9.57	9.03	8.54
	Accidents in the workplace severity rate	Group	0.38	0.47	0.41
EQUALITY, DIVERSITY AND INCLUSION	Female employment rate	Group	33.4%	32.8%	33.1%
	Number of employees with a disability	Group	614	625	640
	Number of permanent new recruits with a disability	Group	35	92	2*
ATTRACTIVENESS AND CAREER MANAGEMENT	Average FTE workforce	Group	28,174	26,183	22,269
	Share of fixed-term contracts within workforce	Group	96.6%	-	-
	Number of new recruits (permanent and fixed-term contracts)	Group	9,154	2167*	279*
	Number of departures (permanent and fixed-term contracts)	Group	7,552	1881*	944*
	Promotion rate	Group	1.1%	5.8%	5%
	Average number of training hours per employee:	Group	34.2	17*	19*
SOCIAL DIALOGUE	Number of collective agreements signed	Groupe ADP	18	8	12
BUSINESS ETHICS	Percentage of employees who feel that Groupe ADP protects personal data	Group	86%	86%	N/A

* Excluding TAV

Summary of monitoring indicators

SUBCONTRACTORS

RISK	INDICATORS	SCOPE	2023	2022	2021	2025 TARGET
RESPONSIBLE PROCUREMENT	Turnover with the sheltered workshop sector	Aéroports de Paris SA	€920,000	€620,000	€637,000	€1m
	Rate and number of hours of social integration	Aéroports de Paris SA	5.8% 38,900 hours	0.86 4,583 hours	-	5%
	Rate of consultations with CSR criteria	Aéroports de Paris SA	95%	80%	86%	100%
	Rate of on-time supplier payments	Aéroports de Paris SA	97.4%	96.4%	96%	100%
	Rate of local procurement in the Île-de-France region, including VSEs, SMEs, mid-sized companies	Aéroports de Paris SA	85.4% 23.2%	83.8% 22.1%	84.7% 21.1%	100%
	Administrative document compliance rate	Aéroports de Paris SA	83%	87%	86%	100%
	Cumulative number of social and environmental audits carried out	Aéroports de Paris SA	31	26	16	+10 per year
RESALE VIA AIRPORT MARKET	Turnover – Airport equipment and machinery resold	Aéroports de Paris SA	€2m	€385,000	-	€2m

Prospects for improvement

The audit of our Vigilance Plan in 2023 was designed to identify areas for improvement in light of the upcoming European Corporate Sustainability Due Diligence Directive (CSDDD). We looked at the best practices identified by vigilance experts, including NGOs, associations, companies and consultancies.

On the basis of this analysis, we are going to strengthen duty of vigilance governance in order to **promote a culture of vigilance at all levels of the Group**. This approach is in line with our CSR commitments.

A roadmap was approved by the Board of Directors in January 2024.

OUR CONTINUOUS IMPROVEMENT APPROACH TO ENVIRONMENTAL PROGRESS

The Group's current environmental policy, which took effect in January 2022, marks a turning point.

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

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

ADP's ambitions in this environmental policy also embrace the airport and aviation value chain, as well as stakeholders, such as the regions hosting our airports.

The progress made in the key areas indicated in this document is detailed in each of the dedicated chapters. A number of interdisciplinary elements can be identified from these progress initiatives, such as gaining a better understanding of our risks and opportunities (defining them, estimating them), as well as defining action and improvement plans involving Groupe ADP and our stakeholders on scopes 1, 2 and 3 on all environmental topics (climate, biodiversity and natural resources), in line with regulatory developments (in particular the CSRD) and consistent with our voluntary commitments.



Managing the heating and cooling systems at the Thermo-Electric Refrigeration Plant, Paris-Orly, 2023
© Gwen Le Bras for Groupe ADP

Prospects for improvement

OUR CONTINUOUS IMPROVEMENT APPROACH TO HUMAN RIGHTS AND HEALTH AND SAFETY

Human rights risk mappings have helped us develop a culture of vigilance among management and stakeholders alike.

In 2024, Groupe ADP will continue to:

- ◆ formalise the Group's human rights commitments and action plans with subsidiaries to address identified risks (2024-2025);
- ◆ educate and equip Group employees on human rights risks and duty of vigilance.

The Group's approach to human rights is aligned with:

- ◆ Groupe ADP's "2025 Pioneers" roadmap and CSR strategy;
- ◆ lessons learned from human rights risk mappings and the ethics survey (see page 88 onwards);
- ◆ new Group synergies and advances made by each entity to promote human rights and in relation to health and safety prevention and protection measures.

Our ambition for 2024: formalise and implement a global Group strategy with ambitious and operational human rights commitments, alongside an action plan for subsidiaries.

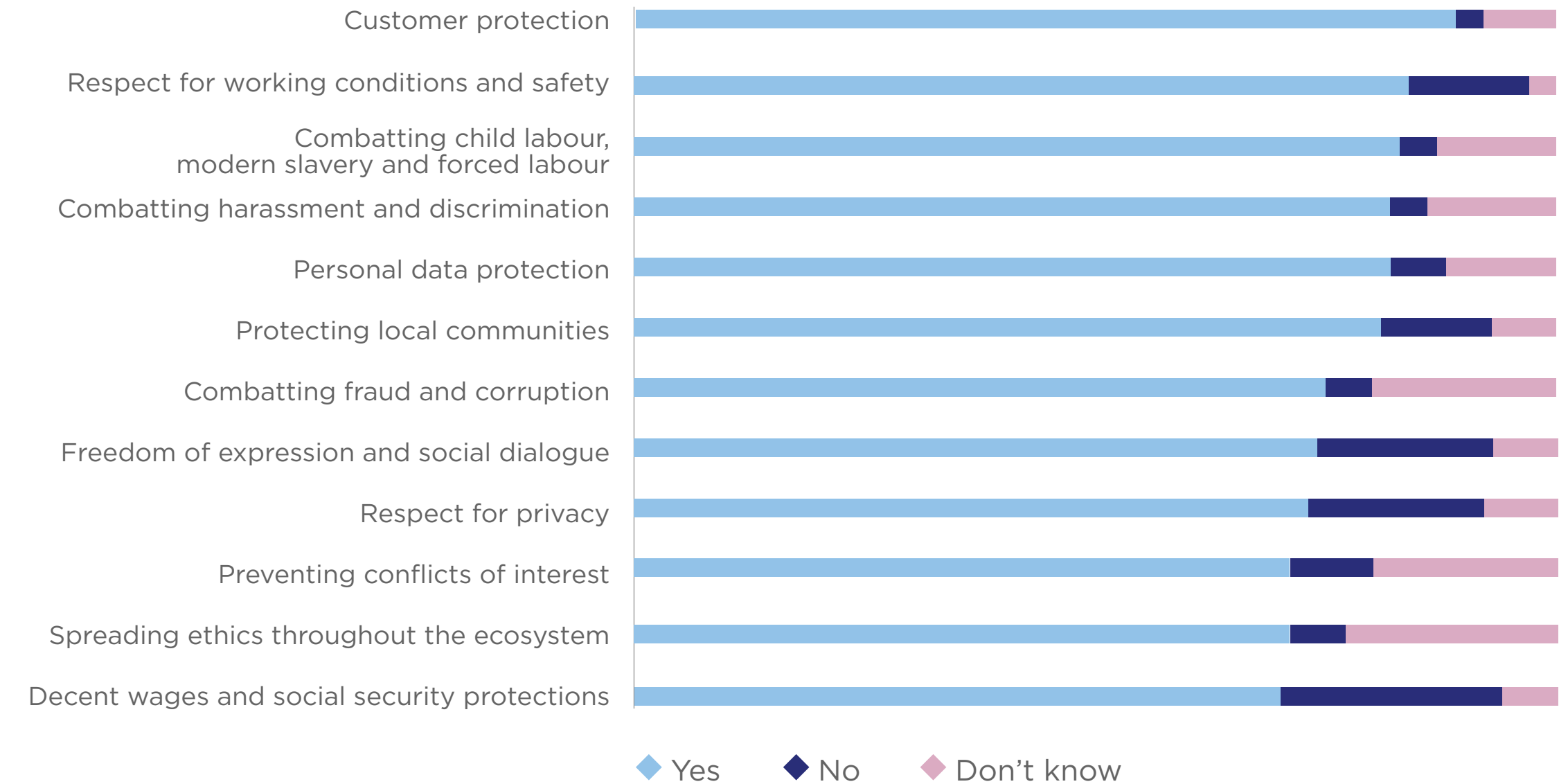
Risk mapping provides a common basis for actions taken at different levels, in different places, by a wide range of stakeholders, to protect human rights throughout the value chain.

Thanks to these partnerships, specific human rights **training** has been offered progressively to vigilance experts (ethics, responsible procurement, internal control, audit, legal, employment law and HR) and then to *asset managers*.

As part of post-mapping action plans, and in support of the Group's formalised human rights commitments, awareness-raising and training programmes will be rolled out on a wider scale, depending on the type of people involved (general public, experts, populations at risk).

In 2023, the Group also included several questions on human rights in the annual ethics survey, in parallel with risk mapping work.

Group employee responses to the question, “*would you say that your company respects and protects the following human rights in its activities?*”



KEY FIGURES 2023

9/10 EMPLOYEES WOULD BE PREPARED TO LEAVE THE GROUP BECAUSE OF POOR MANAGEMENT OR FRAUDULENT PRACTICES

Prospects for improvement

OUR CONTINUOUS IMPROVEMENT APPROACH IN RELATION TO OUR SUPPLIERS AND SUBCONTRACTORS

A “procurement advisor passport” project is currently being developed to raise awareness of ethics and compliance issues among the various people who use the procurement process.

➤ HEALTH & SAFETY

Groupe ADP’s approach to health and safety in the workplace is based on continuously improving our systems:

- ◆ extending the “safety standards” in the Zero Accidents Charter for construction sites to all service providers for works contracts;
- ◆ strengthening training on joint activity and use of the prevention plan management and monitoring tool;
- ◆ implementing a joint ADP/partners/institutions (CRAMIF, labour inspectorate) OHS approach.





APPENDICES

Glossary

Universal accessibility

The nature of a product, process, service, information or environment that, with a view to equity and in an inclusive approach, allows anyone to carry out activities independently.

CESU disability vouchers

State-funded employment vouchers for employees with disabilities. It gives them easier access to personal services and helps companies meet their 6% mandatory employment of people with disabilities target.

DGAC

The French Civil Aviation Authority (DGAC) contributes to the aviation industry. It has a policy of supporting this major sector of France's economy through research grants and repayable advances.

Integrated Occupational Risk Assessment Document

The Integrated Occupational Risk Assessment Document is a tool that employers are obliged to put in place as part of their approach to risk prevention.

SSE

The social and solidarity economy refers to a group of companies organised in the form of cooperatives, mutual societies, associations or foundations, whose internal operations and activities are based on a principle of solidarity and social utility.

External emissions

Stakeholder emissions (not limited to companies working at the airport) include:

- ◆ purchasing goods and services, equipment;
- ◆ access to airports;
- ◆ employee duties;
- ◆ the upstream carbon impact of energy production;
- ◆ energy sold to third parties;
- ◆ aircraft emissions: auxiliary power units (APUs), emissions below 3,000 feet (LTO – Landing and Take-Off cycle), 1/2 cruise;
- ◆ Ground handling vehicles;
- ◆ investments in assets.

CO₂ emissions (scopes 1 and 2)

They include emissions linked to energy production (heat, cold, electricity), use of company vehicles (scope 1) and energy purchases (scope 2).

Environmental and Sustainable Development Resource Centres

Environmental and Sustainable Development Resource Centres, which are unique in the airport world, are designed to maintain constructive and lasting dialogue with local people in order to promote mutual understanding and knowledge between local residents and stakeholders in the aviation industry.

Carbon neutrality

To offset residual emissions, residual greenhouse gas emissions are offset, without limit, using avoidance or sequestration methods.

PCZAR

Critical point of the restricted access security area

Psychosocial risks

Psychosocial risks are work situations where there is stress, internal violence (moral or sexual harassment, exacerbated conflict between individuals or teams) or external violence committed against employees by people from outside the company (insults, threats, assaults).

Net zero emissions

Residual greenhouse gas emissions (up to a maximum of 10% of a base year's emissions) are offset by carbon sequestration (not avoidance) methods.

Groupe ADP's 15 environmental commitments

MOVING 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 emissions 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 cars, improve connectivity with the regions.
3. Become a carbon neutral region 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.

ACTIVELY PARTICIPATING IN THE AVIATION INDUSTRY'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, air quality improvements and noise reductions.
8. Contribute to the exemplary environmental work of the aviation industry (fighting against protected species trafficking, waste reduction).

PROMOTING THE INTEGRATION OF EACH AIRPORT IN A LOCAL RESOURCE SYSTEM

9. Develop an industrial and regional 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 regions and scientific and associative stakeholders with regard to the preservation and awareness of biodiversity.

REDUCING 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 worth 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 net zero soil sealing as part of our responsibility as a project owner, in accordance with an ambitious trajectory.
15. Obtain environmental certification for all projects (e.g. HQE, BREEAM, LEED).



groupe-adp.com

Ethics and Compliance

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



Suppliers and procurement policy

<https://www.parisaeroport.fr/en/professionals/suppliers>



Professional services

<https://www.parisaeroport.fr/en/homepage-pro>



Personal data

<https://www.parisaeroport.fr/en/passengers/personal-data-privacy>



Entre Voisins

<https://entrevoisins.groupeadp.fr/>



LinkedIn

<https://www.linkedin.com/company/groupe-adp>



X (Twitter)

[@GroupeADP](https://twitter.com/GroupeADP)
[@ParisAeroport](https://twitter.com/ParisAeroport)



YouTube

<https://www.youtube.com/c/ParisAéroport>



Facebook

<https://www.facebook.com/parisaeroport/>



Instagram

[@ParisAeroport](https://www.instagram.com/ParisAeroport)

1 Rue de France
93290 Tremblay-en-France, France