

Annual report 2014



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Photographic thread

15 million personal stories

Genève Aéroport reached the 15 million passengers a year mark in 2014. Children, women and men from around the world have used Geneva's airport. People who have travelled for their work, holidays or to see their families. Many personal stories, including some taken on the spot to illustrate this annual report.

Key figures



134
destinations

110Mio
of investment

15.2Mio
passengers 

927 
employees

57 airlines 

403.8Mio 
turnover

79'000
tonnes of freight

Natalia M.
Moscow
Returning home
after a holiday



The advantage of connectivity



In 2014 Genève Aéroport continued to optimise its services by adding new cities to its list of destinations, and increasing frequencies to some existing ones. Geneva is therefore linked to 134 airports in 46 countries and has one of Europe's most extensive air networks, with an excellent ratio of destinations per person.

This remarkable connectivity is a significant advantage for the Geneva region. The airport provides this powerful means of competitiveness and prosperity for the surrounding communities. In our major cross-border

region, Genève Aéroport is an essential gateway to the rest of the world. This openness strongly supports the economic health of the region's businesses and the major role played by Geneva internationally.

By providing quality services to passengers in its catchment area, Genève Aéroport is proud to contribute to the influence, projection and development of French-speaking Switzerland and the neighbouring French departments. The airport's financial health enables it to invest to constantly adapt its facilities, and without needing public funds.

Board of Directors

Genève Aéroport is an autonomous public organisation that belongs to the State of Geneva. Its Board of Directors has comprised, since 1 June 2014:

Chairwoman since 01.01.2015:

Corine MOINAT

Chairman to 31.12.2014:

Pierre MAUDET

State Councillor in charge of the Department of Safety and Economy

First Vice-Chair

André KUDELSKI

Second Vice-Chair

John TRACEY

Members

- Pierre BERNHEIM
- Elizabeth BÖHLER-GOODSHIP
- Alain de KALBERMATTEN
- Jean-Marc DEVAUD
- Fabienne FISCHER
- David FRICK
- Olivier HOHL
- Guillaume LACROIX
- Patrick LUSSI
- Pierre MAUDET
- Thierry MELLINA-BARES
- Magali ORSINI
- Karin PERRAUDIN
- Eric STAUFFER
- Alberto VELASCO
- Nicolas VUILLE
- Sully-Paul VUILLE

Management team



Xavier WOHLISCHLAG
Operations Director

Nicolas GASPOZ
Director of Infrastructure & Planning

Ruben JIMENEZ
Security

Pierre GERMAIN
Finances, Commercial
& Development Director
Deputy Director General

In this way it can continue to provide an effective tool for people and organisations across the region.

The year was also marked by the granting of permission to build Genève Aéroport's future East Wing. This energy-efficient building will replace the terminal's large-aircraft wing that dates back to the 1970s. The new structure will greatly upgrade the airport's facilities and strengthen its long-haul services to meet the economic, tourism and diplomatic needs of the region.

While supporting the region's development, in parallel Genève Aéroport has a robust environmental policy. The airport's construction in 2014 of a new

sound-absorber is a major part of this. Along with the many actions started or continued during the year, it shows the importance Genève Aéroport attaches to limiting the impacts of its activities on local residents' quality of life and on the environment.

Lastly, the airport is a thoroughfare which aims to provide a positive experience to everyone taking the plane for leisure, to see their families in other cities and countries, or for professional reasons. This is why it continued its efforts to provide quality services to travellers who, in December 2014 and for the first time at Genève Aéroport, exceeded the 15 million passengers a year mark.

In 2015 Genève Aéroport will continue to work to improve its service quality to further meet its travellers' growing needs. Together with all the airport community stakeholders, it aims to make Geneva's airport an even more welcoming and efficient place. This will help to give its passengers a lasting impression of Geneva when they fly away to other countries, or land at our airport gateway.

Corine MOINAT
Chairwoman of the Board

Robert DEILLON
Director General



Thomas ROMIG
Airport Steering

Massimo GENTILE
Information &
Communication Technology

Robert DEILLON
Director General

Denis MASTROGIACOMO
Operations

Aline YAZGI
External relations

Yves-Daniel VIREDAZ
Marketing & communication

Aline VACLIO
Finance & administration
(Position held until the end of 2014
by Valérie Bourquart)

Olivier DELETRAZ
Human resources

Marc MOUNIER
Environment & legal affairs

Jean-Claude BITZ
Safety



Healthy financial position

In 2014 Genève Aéroport posted a net profit of CHF 88.3 million due in particular to higher passenger numbers and good cost control. Its aeronautical and commercial revenues increased. This strong financial health enables the airport operator to consider and plan for the future calmly and confidently, and to continue the necessary investment to adapt and upgrade its facilities.

Switzerland, like almost all European countries, saw air passenger numbers grow in 2014. At Genève Aéroport, the annual 5% rise positively impacted its financial results due to its robust financial model (low proportion of variable costs).

This higher than expected passenger traffic growth, combined with good cost control and increased aeronautical charges for scheduled and charter traffic, enabled Genève Aéroport to record a net profit of CHF 88.3 million. It should be emphasised that this rise in charges, effective on 1 April 2014, is the result of successful price negotiations with the airlines for the period 2014-2016 and is the first increase (outside the security charge) for more than 10 years.

This change took place after the entry into force of the order on aeronau-

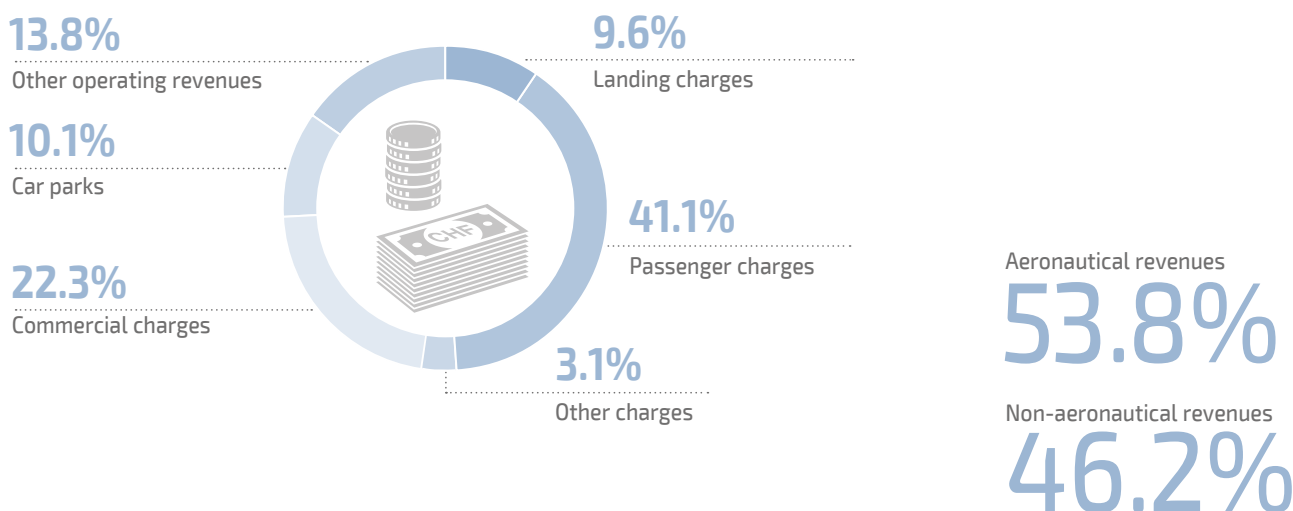
tical charges which sets the framework in which all Swiss airports must evolve. Since 2013, aeronautical fees have been negotiated with the airlines, acting under the overall authority of Switzerland's Federal Office of Civil Aviation (FOCA).

Both aeronautical and non-aeronautical charges increased, the former rising by more. These differential growth rates influenced the airport's income structure, the share of aeronautical revenues amounting to 53.8% of the total (compared with 51.7% in 2013).

These developments raised Genève Aéroport's turnover to CHF 403.8 million in 2014, therefore exceeding the CHF 400 million mark for the first time.



Breakdown of the airport's revenues in 2014



Aeronautical revenues

Taken together, aeronautical revenues increased by 11.6% in 2014. Passenger charge revenue rose by CHF 15.3 million (+10.1%), explained in part by the growth in passenger numbers and partly by the price effect following the higher charges mentioned above. Landing fee revenue also grew, by CHF 3.4 million (+9.8%), for similar reasons: higher charges and the volume effect linked to the increase in scheduled and charter traffic. Although the airport recorded fewer general-aviation landings in 2014, it must be remembered that the landing charge is calculated according to aircraft weight.

Aircraft parking charge revenues jumped by CHF 2.1 million (+44.9%), after the airport changed its fees-calculation model. However, this effect was tempered by lower revenues from general aviation due to fewer movements. Freight charge income rose by 7.3% million, due only to the strong performance of airfreight, cargo not seeing any fee changes in 2014.

Lastly, the airport's environmental charge revenues increased by CHF 1.6 million. This is in accordance with the revised noise surcharge model which aims to have an incentive effect on airlines' aircraft fleets operating at Geneva. Moreover, some airlines have made such fleet improvements faster than expected.

Non-aeronautical revenues

At Genève Aéroport in 2014, non-aeronautical revenues rose by 2.7%. Commercial charge revenues performed satisfactorily, rising by 1.9% despite a general gloom in the retail trade and the large fall in the 'luxury' segment, due in particular to reduced numbers of Russian customers. However, these elements were more than offset by the good performance of the duty-free sector in arrivals, airside catering (beyond the security checks), and car rental.

Parking revenues increased because of even higher occupancy rates than the year before, and the higher charges at two car parks (P26 and P51) that came into effect in April 2013 and which produced their full effect in 2014.

Revenue from centralised facilities also increased in 2014, due to changes in departures passenger traffic and the implementation of the airport's de-icing charge.

Lastly, revenues linked to re-invoiced tenancy fees decreased. This was due to the new areas used for Genève

Aéroport's own needs (particularly Terminal T2), which are therefore no longer charged to third parties, and because of tenants' lower energy consumption. Greater energy efficiency across the airport site is a significant part of Genève Aéroport's environmental policy.

Operating costs

At Genève Aéroport in 2014, operating costs increased by a modest 1.1%.

Within this total, personnel costs went up by CHF 20.4 million, which was a smaller rise than forecasted in the budget. This variation is explained mainly by the inclusion in the 2013 accounts of an exceptional gain of CHF 19.3 million following the amendment of the pension plan and reduced pension commitment. In the financial year 2014, a new charge of CHF 3.2 million was included following the change of plan decided by CPEG (the State of Geneva Pension Fund adopted a new scale for vested retirement benefits). Salaries and social insurance costs rose by 1.7%, mainly as a result of normal



(suite p. 10)

Financial statements

Balance sheet to 31 December 2014

	2013 CHF	2014 CHF
ASSETS		
Liquid assets	4'843'304	18'362'178
Client debts	43'874'283	49'996'041
Asset adjustments and various debts	8'568'939	9'453'298
Total assets in circulation	57'286'526	77'811'517
Fixed assets	715'588'485	764'993'094
Other fixed assets	2'787'156	2'079'720
Total fixed assets	718'375'641	767'072'814
Total assets	775'662'167	844'884'331
LIABILITIES		
Suppliers and other creditors	27'765'254	22'748'383
Liability adjustments	11'129'233	11'454'525
Share in short-term loans and other long-term debts	32'424'232	1'612'676
Derived financial instruments	15'089'524	20'673'767
Total short-term payable	86'408'242	56'489'351
Loans and other long-term debts	201'498'641	252'471'313
Non-current provisions	13'140'000	13'140'000
Pension obligations	236'306'384	331'402'384
Total long-term debts and provisions	450'945'025	597'013'697
Equity capital		
Environmental funds	10'260'654	9'790'828
Group reserves	136'444'751	93'254'609
Group profit	91'603'495	88'335'846
Total equity capital	238'308'900	191'381'283
Total liabilities	775'662'167	844'884'331

Profit and loss account 2014

	2013 CHF	2014 CHF
INCOME		
Airport fees		
Landing fees	35'264'070	38'721'939
Passenger fees	150'550'536	165'813'765
Other fees	8'836'712	12'656'627
	194'651'318	217'192'331
Operational income		
Rent and land rights	20'928'540	20'936'304
Commercial fees	88'287'658	89'977'584
Parking	39'590'669	40'769'333
Rental charges passed on	9'551'937	9'352'211
Centralised facilities revenue	15'628'414	17'506'140
Other operational revenue	7'693'430	8'072'696
	181'680'648	186'614'268
Total income	376'331'966	403'806'599
COSTS		
Personnel		
Salaries and allowances	-85'925'196	-87'165'596
Social insurance, sickness and accident	-22'455'047	-21'228'132
Other personnel costs	-3'312'994	-4'230'690
Pension obligation	-11'531'000	-8'440'000
Change of pension plan	19'334'000	-3'235'000
	-103'890'237	-124'299'418
Operating expenses		
Energy, maintenance and rental	-45'219'991	-47'007'816
Goods	-4'826'639	-4'660'084
Fees, supply of services and sub-contracting	-51'827'787	-57'061'239
Police expenses for ground security	-4'149'810	-4'149'810
Other operating expenses	-15'219'846	-8'064'222
	-121'244'073	-120'943'171
Environmental funds levy	4'011'232	469'826
Operational profit before amortisation, interest	155'208'888	159'033'836
Amortisation on investments		
Amortisation on tangible assets	-56'926'831	-63'073'439
Amortisation on rights of use	-942'552	-999'910
	-57'869'383	-64'073'349
Operational profit	97'339'505	94'960'487
Income from interest	18'290	42'758
Interest charges	-5'754'300	-6'667'399
	-5'736'010	-6'624'641
Group profit	91'603'495	88'335'846

Key figures

in million CHF

	2013	2014	Ratios	
Net revenue	376.3	403.8		
EBITDA	155.2	159.0	2013	2014
Net profit	91.6	88.3	Profit margin	41.2% 39.4%
Operating cashflow	128.3	158.6	Net margin	24.3% 21.9%
Capital expenditure	121.4	110.1	Operating cashflow / investment cashflow	105.7% 144.1%
Net debt	229.1	235.7	EBITDA / net debt	67.8% 67.5%



workforce balancing (reinforcements to meet current passenger security and safety operational needs), and the need for additional resources for the development of new airport facilities projects.

Operating cashflow

The operating result before depreciation and interest (EBITDA) increased by 2.5% to reach CHF 159 million. The EBITDA margin stood at 39.4%, compared with 41.2% the year before, the fall being explained by the effect of the CHF 19 million of exceptional income in 2013.

Financial costs

In 2014, depreciation costs increased by 10.7% due to the implementation of modernisation investments such as the renewal of parking management facilities, petrol station, additional new snow machine, preparatory works for the new East Wing and constructing the GP+ (the temporary building to offset the loss of capacity linked to the construction of the East Wing).

Interest on borrowing increased by CHF 0.9 million, in line with the change in average debt outstanding during the period. In 2014, bank debt (excluding leasing and other commitments) rose by CHF 19 million to a total of CHF 225 million. Genève Aéroport also took out a fixed-rate loan of CHF 50 million (1.87% over 20 years) in January 2014. At the end of December, the airport's entire debt was at fixed rates (average rate of 2.68%).

Investments

At Genève Aéroport in 2014, investment totalled CHF 110 million. This amount, which is at a historically high level although lower than that in 2013, shows that the airport is continuing its long-term programme of renovations and upgrades. Its healthy financial position enables it to continue its investment cycle and so achieve the required changes to its facilities.

Main indicators

	2010	2011	2012	2013	2014
Turnover	322.7	344.8	364.2	376.3	403.8
Net profit	48.9	64.6	66.5	91.6	88.3
Profit paid to the State	24.4	32.3	33.3	45.8	44.2
Surface rights	5.0	5.0	4.9	5.0	5.0
Investment cashflow	50.8	66.9	97.6	121.4	110.1
Passengers	11.9	13.1	13.9	14.4	15.2

All figures are in CHF million

Significant economic contribution

Beyond the financial results of the autonomous public organisation that is Genève Aéroport, the airport makes a significant economic contribution to the region's development. Its impact is on several levels.

The airport provides work to around 10,000 people. This takes place through some 200 different companies, including Genève Aéroport, which at the end of 2014 had almost 1,000 staff and auxiliaries. The almost town-sized airport is one of the region's major centres of employment.

But its impact goes far beyond the site itself. Indeed it provides work for many companies in the region, whether as suppliers of equipment, service providers or agents having won a tender to carry out part of the major works undertaken at the airport.

Genève Aéroport has itself invested more than CHF 450 million over the past five years (2010-2014), without needing or using public funds.

Taking into account indirect employment, induced employment (spending by aviation sector employees) and catalytic employment (particularly the spending of foreign passengers in Switzerland and the benefits of having a developed international air network), some 44,000 jobs are linked to the airport's activity. This is according to a study published in June 2011 by the Zurich-based research and consultancy company, Infrac.

There is also a substantial contribution in terms of added value. According to the same study, the airport's direct, indirect, induced and catalytic effects add up to around CHF 7.2 billion a year.

Genève Aéroport's 134 direct destinations contribute to the strength of the economy. Its comprehensive air services, and its many non-stop links, make the region attractive as businesses can easily reach their subsidiaries and foreign customers. This extensive and well-rounded network also increases Geneva's international influence and projection, helping to attract the many ministerial conferences held around Lake Geneva. In addition it actively supports the tourism sector in both French-speaking Switzerland and in neighbouring parts of France.

Above all the airport meets the needs of the region itself: 94% of passengers use Genève Aéroport as a point of departure or arrival for their journeys; and only 6% are in transit.

Finally, in terms of public finances, Genève Aéroport plays a significant role. Between 2010 and 2014, it paid the State of Geneva around CHF 180 million through and thanks to its profitability. To this must be added its various payments for services provided by the canton (such as certain police tasks) and retrocession (surface rights).



Passengers from around the world

In 2014, Genève Aéroport passed the symbolic 15 million passengers a year mark, while the number of aircraft movements slightly fell. The freight business grew, reflecting in particular the region's exporting dynamism. Meanwhile air services were further improved with a total of 134 destinations served, of which 108 are in Europe and 26 inter-continental.

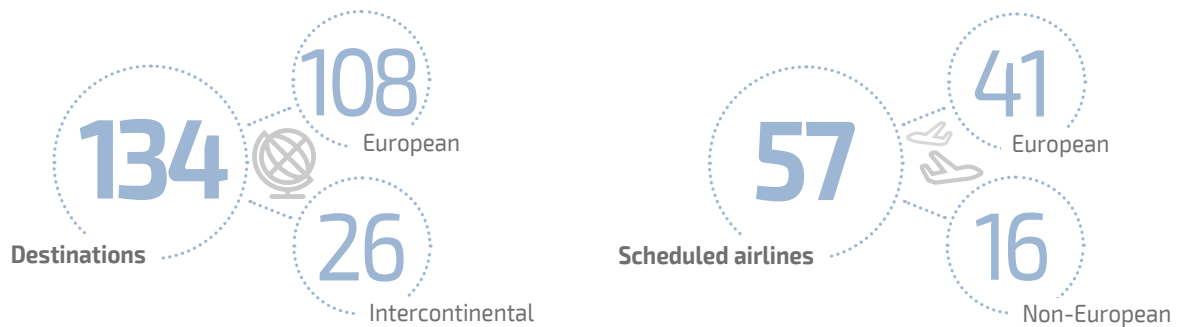
During the year Genève Aéroport was connected by direct flights to 46 countries. This high-quality service is a key asset for the region. It also explains why the airport's 15 million passengers come from around the world. Precisely 15,152,915 passengers used Genève Aéroport between 1 January and 31 December 2014, an increase of 5% compared with 2013. This growth was in line with previous years, the annual rise over the past five years having been between 4% and around 10%. It was also within the European average, but still higher than that of directly competing airports (Zurich was up 2.5%, and Lyon down 1.1%). Lastly, it should be noted that there was a stronger rise in scheduled traffic, up 5.6%, since the charter sector dropped by 18%, continuing the trend of the last few years. Aircraft movements did not follow the same path, their number falling slightly (-0.6%) compared with 2013, to a lower total of 187,596. The number of scheduled and charter movements, however, increased in 2014, testifying to the airport's higher quality air services. The scheduled and charter sector now accounts for more than three-quarters (77%) of movements, the non-commercial sector having seen a sharp decline (-20%).

In 2014 the average lift (or in other words, the number of passengers divided by the number of movements) of scheduled and charter traffic continued to increase, reflecting the use of higher-capacity aircraft and an overall improvement in load factors. Therefore whereas in 2005 an aircraft at Genève Aéroport had an average of 80 passengers, in 2014 it carried 104. This explains why the number of movements (scheduled and charter) has increased by 10% in ten years, while the number of passengers has grown by 61%.

The main airlines at Geneva

In Genève Aéroport's scheduled traffic market in 2014, easyJet clearly maintained its lead with a 41.9% share. Swiss International Airlines was next, managing a significant increase during the year, with 15.2% of the total. Air France (4.7%) is now in third place, ahead of British Airways (4.6%) and Lufthansa (4.0%). The rest of the 'top 10' remained unchanged (KLM, TAP Portugal, Brussels Airlines, Iberia and Turkish Airlines). A total of 57 scheduled carriers were present at Genève Aéroport in 2014, including 41 European airlines. For the first time at Geneva, in 2014

Air services (scheduled flights)



the easyJet Group (whose flights are operated by easyJet Switzerland and easyJet plc) exceeded the 6 million passengers a year mark, with growth of 6.4% on the year before.

Traffic from and to the British Isles accounted for 30% of easyJet's activity, while the next largest markets were France (18%), Spain (16%), Portugal (9%) and Italy (8%). In absolute terms, Geneva to London-Gatwick (657,473 passengers) was by far easyJet's top route, followed by Geneva to Porto (323,000), Barcelona (319,722), Nice (298,741), London-Luton, Lisbon, Amsterdam and Brussels. Among the airline's major markets, there was above-average passenger traffic growth on services to Alicante, Malaga and Birmingham.

Swiss significantly strengthened its second-place position, carrying 2.2 million passengers and seeing significantly above-average growth of 11%. The rapid expansion came mainly from new services launched during the year, together with addi-



tional capacity on existing routes. The airline's two dominant markets remained Zurich (464,625 passengers in 2014, and slightly down) and London-Heathrow (404,451, up 9%).

Mixed results

Thanks to a year full of new launches and other developments, Etihad Regional (previously Darwin Airline) saw passenger traffic growth of 17.9%.

Among the long-haul airlines, national flag carrier Air China strengthened its presence in its first full year at Genève Aéroport, resulting in extremely strong traffic growth of 43.1%. Meanwhile Air Canada benefited from increased capacity, an Airbus A330 replacing a Boeing 767 on Geneva-Montreal, helping to raise passenger numbers by 16.1%. Emirates saw its traffic rise by 5.3%, while United Airlines, Etihad Airways and Qatar Airways were slightly down.

The other major flag carriers, including Air France, British Airways, KLM, Iberia, SAS and TAP Portugal, experienced small rises in traffic, and below the average at Genève Aéroport. Lufthansa lost nearly a fifth of its passengers, due mainly to the transfer of some flights to its subsidiary Germanwings.

In terms of distribution by alliance, the market shares remained almost unchanged with: 31% for Star Alliance

(which includes Lufthansa, Swiss, Air Canada, Austrian Airlines, Brussels Airlines, Turkish Airlines and United); 10% for SkyTeam (including Air France, KLM, Alitalia and Aeroflot); 8% for Oneworld (including British Airways, Iberia, Finnair and Qatar Airways); and an overall 45% for the low-cost sector (primarily easyJet).

Rise in Mediterranean traffic

In terms of region, Europe – which accounts for some 90% of passengers at Genève Aéroport – saw a slightly above-average rise of 6.1%. It was mainly the leisure markets of the Mediterranean basin that drove this growth, reflecting the airline competition on these routes and their customers' geopolitical concerns. Croatia traffic was up by 60% in 2014, Greece by 31%, Italy by 15%, Portugal by 11.7%, Turkey by 10.1% and France by 7.6%. Spain did not see much of a rise, probably due to the existing overcapacity of recent years.

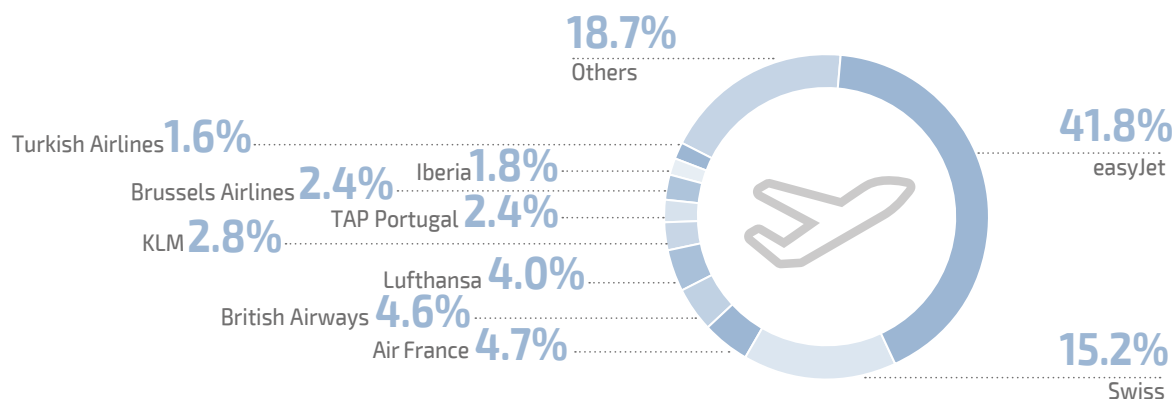
The corollary of this evolution is the difficult situation in some other markets. So the year saw a strong fall in traffic between Geneva and Egypt, and a slight decline in the markets of other countries in North Africa and the Middle East. In contrast Morocco did well with a rise of 15%, due to additional capacity to Marrakech. There was also fairly positive change on routes to Lebanon, Israel and Saudi Arabia.

Scheduled traffic by destination (Including transit passengers)

Destination	Passengers	Variation 2014/2013	Destination	Passengers	Variation 2014/2013	Destination	Passengers	Variation 2014/2013
AFRICA	369'966	-2,1%	France	1'984'732	+7,6%	Lisbon	504'844	+9,3%
Algeria	29'954	+10,3%	Ajaccio	41'256	+35,7%	Porto	489'659	+14,5%
Algiers	29'954	+10,3%	Bastia	27'132	+54,2%	Romania	53'355	+168,5%
Egypt	59'017	-34,7%	Biarritz	8'477	-1,9%	Bucharest	52'453	+164,0%
Hurghada	14'086	-41,4%	Bordeaux	185'046	+14,9%	Cluj-Napoca*	902	-
Cairo	43'978	+3,9%	Calvi	855	-26,5%	Russia	324'769	+0,1%
Sharm El-Sheikh	953	-96,0%	La Rochelle*	5'377	-	Moscow-Domodovo	136'452	-10,6%
Morocco	183'216	+15,0%	Lille	61'049	+50,6	Moscow-Sheremetyevo	166'456	+4,9%
Casablanca	83'371	-3,7%	Marseille	10'400	+314,5%	St Petersburg	21'861	+66,3%
Marrakech	99'845	+37,4%	Nantes	158'656	+21,9%	Serbia	66'578	+5'684,4%
Tunisia	97'779	-3,1%	Nice	413'403	-4,1%	Belgrade	66'578	+5'684,4
Djerba	22'343	-5,1%	Paris-Charles De Gaulle	695'935	+3,2%	Spain	1'568'436	-0,2%
Enfidha	1'983	-35,1%	Paris-Orly	284'636	+7,4%	Alicante	95'983	+15%
Monastir	7'124	+6,2%	Toulouse	92'510	+11,9%	Barcelona	472'225	-6,6%
Tunis	66'330	-1,9%	Germany	888'623	-3,5%	Bilbao	15'117	-41,5%
AMERICA	432'989	+0,4%	Berlin-Schönefeld	182'390	+3,6%	Ibiza	29'790	+7,9%
Canada	122'622	+16,1%	Berlin-Tegel	772	-97,8%	Madrid	499'908	-12,5%
Montreal	122'622	+16,1%	Düsseldorf	77'577	-2,0%	Malaga	157'314	+30,1%
United States	310'367	-4,7%	Frankfurt	373'052	-1,1%	Oviedo	5'372	+8,6%
New York-Newark	97'710	-5,0%	Hamburg	49'044	+8,8%	Palma De Mallorca	150'367	+27,9%
New York-JFK	128'065	-5,2%	Leipzig*	3'337	-	Santiago de Compostela	72'099	+5,6%
Washington	84'592	-3,6%	Munich	200'152	-3,9%	Seville	39'542	+8,3%
ASIA & MIDDLE EAST	693'002	+6,2%	Stuttgart*	2'299	-	Tenerife	24'865	+568,9%
Azerbaijan	2'097	-	Greece	245'130	+31,1%	Valencia	5'854	+19,9%
Bakou*	2'097	-	Athens	189'569	+23,8%	Sweden	165'496	+29,7%
China	54'332	+43,1%	Corfou*	4'044	-	Gothenburg	4'148	+321,5
Beijing	54'332	+43,1%	Heraklion	35'799	+47,9%	Stockholm	161'348	+27,4%
Israel	129'966	+11,2%	Mykonos	15'718	+63,0%	Switzerland	515'038	+2,6%
Tel Aviv	129'966	+11,2%	Hungary	99'055	-33,2%	Lugano	32'663	-7,4%
Jordan	15'346	-0,7%	Budapest	99'055	-33,2%	Zurich	482'375	+3,4%
Amman	15'346	-0,7%	Iceland	14'119	-	Turkey	271'290	+10,2%
Kuwait	8'036	+2,5%	Reykjavik*	14'119	-	Antalya	11'558	-2,6%
Kuwait	8'036	+2,5%	Ireland	104'042	+1,4%	Istanbul-Ataturk	233'360	-0,4%
Lebanon	57'482	+5,8%	Cork	2'922	-20,7%	Istanbul-Sabiha Gokcen*	26'372	-
Beirut	57'482	+5,8%	Dublin	101'120	+2,3%	Ukraine	46'481	-0,5%
Qatar	68'336	-2,6%	Italy	716'492	+14,5%	Kiev	46'481	-0,5%
Doha	68'336	-2,6%	Brindisi	55'785	+9,5%	United Kingdom	3'137'706	+4,6%
Saudi Arabia	55'573	+16,9%	Cagliari	21'324	+36,8%	Aberdeen*	582	-
Jeddah	29'650	+13,8%	Catania	82'496	+32,1%	Belfast	25'655	-15,3%
Riyadh	25'923	+20,7%	Florence	18'474	-0,2%	Birmingham	48'258	+18,1%
United Arab Emirates	301'805	+1,9%	Milan	201	-63,5%	Bournemouth	25'163	-0,8%
Abu Dhabi	112'679	-3,2%	Naples	65'595	+2,8%	Bristol	182'073	+4,8%
Dubai	189'126	+5,2%	Olbia	49'226	+46,3%	Cambridge	964	-17,7%
Uzbekistan	29	-99,5%	Rome	345'800	+12,4%	Cardiff	1'511	+682,9%
Tashkent	29	-99,5%	Venice	73'117	+0,7%	Edinburgh	140'945	+2,6%
EUROPE	13'315'437	+6,1%	Verona*	4'474	-	Exeter	2'445	-0,8%
Austria	157'959	+8,2%	Kosovo	82'799	+8,8%	Glasgow	13'419	+11,2%
Vienna	157'959	+8,2%	Pristina	82'799	+8,8%	Inverness	1'536	+638,5%
Belarus	8'920	+1'774%	Luxembourg	50'808	+3,3%	Isle of Man	2'309	+15%
Minsk	8'920	+1'774%	Luxembourg	50'808	+3,3%	Jersey	7'374	-3,7%
Belgium	553'428	+3,9%	Malta	11'524	+39,1%	Leeds	41'195	-14,0%
Brussels	553'428	+3,9%	Malta	11'524	+39,1%	Liverpool	133'851	-0,5%
Croatia	46'335	+59,8%	Netherlands	652'523	+2,6%	London-City	178'655	-5,1%
Dubrovnik	17'611	+50,9%	Amsterdam	635'801	+1,8%	London-Gatwick	746'532	+7,6%
Split	28'724	+65,8%	Rotterdam	16'722	+49,6%	London-Heathrow	1'007'027	+4,6%
Czech Republic	73'017	-11,3%	Norway	45'697	7,3%	London-Luton	259'700	-5,0%
Prague	73'017	-11,3%	Oslo	45'697	7,3%	London-Southend	61'766	+301,0%
Denmark	269'171	+20,3%	Poland	43'451	-0,3%	London-Stansted	57'918	-3,1%
Copenhagen	269'171	+20,3%	Warsaw	43'451	-0,3%	Manchester	151'949	+0,9%
Finland	100'424	-1,1%	Portugal	1'018'040	+11,7%	Newcastle	28'542	-0,4%
Helsinki	100'424	-1,1%	Faro	23'537	+5,9%	Nottingham-East Midlands	3'943	-0,3%
						Southampton	14'394	+84,3%

* New destination

Market share 2014 (scheduled traffic)



Among cities with the highest demand, London remained far in the lead with 2.3 million passengers in 2014, six London airports being served from Geneva. Next came Paris, Amsterdam, Brussels, Lisbon (up from 8th to 5th place), Madrid, Porto, Zurich, Barcelona and Nice.

Moderate seasonality

At Genève Aéroport, seasonality remains moderate compared with other airports, with small traffic peaks occurring in March, July and August. This relative smoothness is due to the high proportion of passengers travelling on business, particularly in months traditionally less popular with tourists. Meanwhile winter sports generate significant traffic at Geneva, estimated to be around 1.2 million passengers per year.

First-rate air network

At the intercontinental level, in 2014 services performed well to North America (four flights a day), to the Gulf (three flights a day and several weekly frequencies) and to China (direct link to Beijing since May 2013). Services to North Africa and the Middle East were relatively stable, but with a new country served by direct flights to Baku, the capital of Azerbaijan.

In 2014 Genève Aéroport's European network was significantly expanded, mainly with the growth of new 'niche' markets served by direct flights and



seasonal links, whether for local customers or foreign tourists. Among the more 'exotic' destinations, the prize goes to the launch of a service to Reykjavik, Iceland. In the summer months, national carrier Icelandair started twice-weekly flights that enable many tourists to discover this fascinating natural paradise. Subsequently easyJet also became interested in this route, operating two flights a week from the winter season.

New services launched by local market players

Quite logically, most of the new services launched were by the three carriers with an operational base at Geneva. The competition between these airlines was particularly apparent in 2014, several routes being operated by more than one carrier at the same time.

Therefore easyJet expanded its local network of over 60 destinations, starting several new routes for Genève Aéroport: Aberdeen (winter only and for British customers), La Rochelle

(summer) and Tenerife (all year). During the year easyJet also arrived on routes already served by other airlines, such as Belgrade, Hamburg, Vienna, and Reykjavik mentioned above.

For its part, Swiss further accelerated its redeployment to Genève Aéroport, considerably expanding its air services, strengthening its aircraft and crew base and implementing a new pricing policy. Apart from the launch of Corfu, which had never been served by scheduled flights from Geneva, Swiss essentially invited itself into the already competitive markets of Geneva to Rome, Copenhagen, Lisbon, Marrakesh, Heraklion (Crete) and Pristina.

The smallest of the 'local' airlines had an eventful 2014, as Darwin was renamed Etihad Regional following capital acquisition by the Abu Dhabi group. The new 'brand' has been integrated quickly and its Saab 2000 fleet supplemented by ATR 72s. The network has undergone many changes, with in particular a major expansion towards France.

Highly varied services

Other airlines started services at Genève Aéroport in 2014. July marked the arrival of Azerbaijan Airlines, operating twice-weekly flights between Baku and Geneva. Another new market entrant was the Turkish airline Pegasus, with a new

(suite p. 18)

Total overall traffic

	2013	2014	Variation 2014 / 2013
Passengers			
Scheduled traffic	14'028'398	14'811'394	+5.6%
Charter traffic	316'241	258'033	-18.4%
Total scheduled & charter	14'344'639	15'069'427	+5.1%
Taxi, medical	52'857	48'638	-8.0%
Total commercial traffic	14'397'496	15'118'065	+5.0%
Total non-commercial traffic	38'654	34'850	-9.8%
Total overall traffic	14'436'149	15'152'915	+5.0%

	2013	2014	Variation 2014 / 2013
Movements			
Scheduled traffic	135'470	140'619	+3.8%
Charter traffic	4'269	3'867	-9.4%
Total scheduled & charter	139'739	144'486	+3.4%
Taxi, medical	25'105	23'927	-4.7%
Total commercial traffic	164'844	168'413	+2.2%
Total non-commercial traffic	23'924	19'183	-19.8%
Total overall traffic	188'768	187'596	-0.6%

Scheduled traffic 2014 by airline (transit excluded)

Airline	Passengers	Variation 2014 / 2013
Aegean Airlines	51'430	105.8%
Aer Lingus	104'042	1.4%
Aeroflot	166'456	4.9%
Air Algerie	29'954	10.3%
Air Canada	122'622	16.1%
Air China	54'332	43.1%
Air France	695'645	3.2%
Air Malta	11'524	39.1%
Alitalia	89'426	-6.4%
Austrian	150'786	3.3%
Azerbaijan Airlines*	2'097	-
Belavia	8'920	1773.9%
Blue Islands	5'688	-2.7%
British Airways	678'993	1.7%
Brussels Airlines	348'125	6.8%
CSA	9'043	-5.6%
easyJet	6'196'126	6.4%
Edelweiss Air	12'015	-53.5%
Egyptair	43'976	3.9%
EL AL	52'377	11.8%
Emirates	189'126	5.2%
Etihad Airways	112'671	-3.2%
Etihad Regional (Darwin)	172'603	17.9%
Finnair	98'957	1.6%
Flybe	23'881	64.8%
Germanwings	99'476	669.5%
HOP	6'696	2.0%
Iberia	269'015	4.0%
Icelandair*	9'758	-
Jet2	44'112	-12.1%

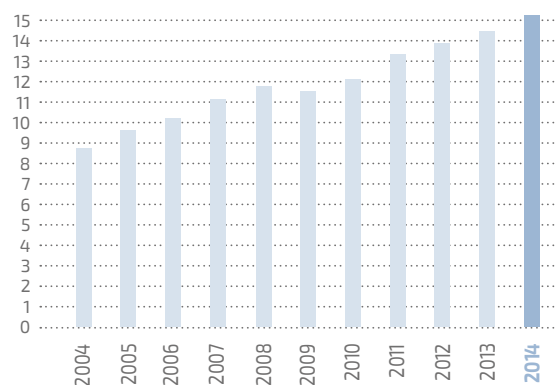
KLM	417'346	2.4%
Kuwait Airways	8'036	2.5%
LOT Polish Airlines	43'451	-0.3%
Lufthansa	591'955	-19.1%
Luxair	50'797	3.3%
Middle East Airlines	57'482	5.8%
Meridiana*	2'726	-
Norwegian	48'414	-4.4%
Pegasus Airlines	37'574	223.9%
Qatar Airways	68'336	-2.6%
Rossiya	2'770	-4.4%
Royal Air Maroc	82'052	-4.5%
Royal Jordanian	12'509	1.0%
SAS Scandinavian Airlines	206'935	4.5%
Saudi Arabian	55'573	16.9%
Swiss	2'249'320	11.0%
TAP Portugal	359'001	3.0%
Tarom	16'344	1'405.0%
Thomas Cook	8'037	894.7%
Transavia Airlines	16'722	49.6%
Tunisair	96'549	-3.5%
Turkish Airlines	233'360	-0.4%
Twin Jet	2'343	-23.4%
Ukraine International	46'481	-0.5%
United Airlines	182'302	-4.3%
Vueling Airlines*	11'746	-
Wizz Air	36'957	-9.5%
Autres	217	-
Total	14'805'207	

* New airline

	2013	2014	Variation 2014/2013
Freight (tonnes)			
Scheduled traffic	36'560	38'794	+6.1%
Charter traffic	8'870	10'511	+18.5%
Airlifted airfreight	45'430	49'305	+8.5%
Trucked airfreight	22'335	23'216	+3.9%
Total airfreight	67'765	72'521	+7.0%
Postal freight	6'945	6'412	-7.7%
Total airfreight & post	74'709	78'933	+5.7%

Traffic evolution

Passengers (million)

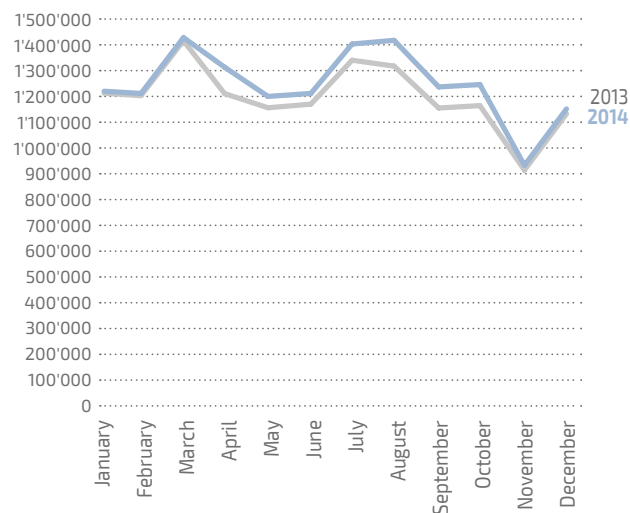


Top 20 destinations

(scheduled traffic)

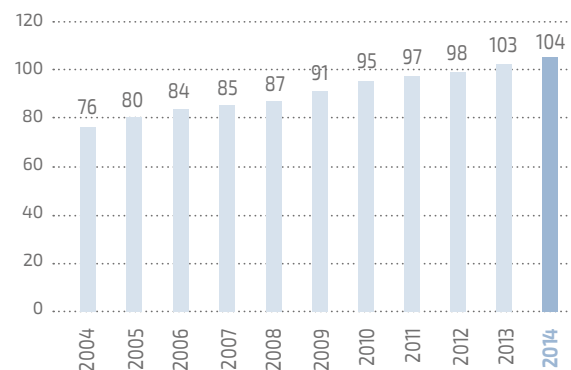
City	Passengers
London	2'311'598
Paris	980'571
Amsterdam	635'801
Brussels	553'428
Lisbon	504'844
Madrid	499'908
Porto	489'659
Zurich	482'375
Barcelona	472'225
Nice	413'403
Frankfurt	373'052
Rome	345'800
Moscow	302'908
Copenhagen	269'171
Istanbul	259'732
New York	225'775
Munich	200'152
Athens	189'569
Dubai	189'126
Bordeaux	185'046

Monthly traffic evolution

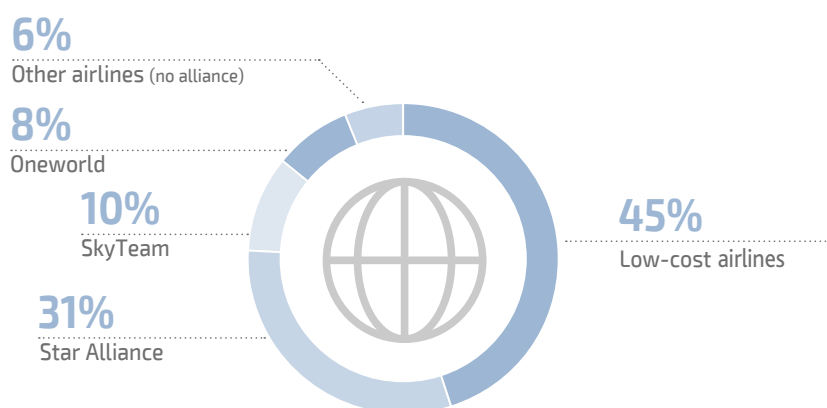


Passengers per movement evolution

Passengers / movement (scheduled and charter)



Market share by alliance



service to Istanbul's other airport, Sabiha Gökçen, on the Asian side of the Bosphorus. Last but not least, in December the low-cost airline Wizz Air began flights to Cluj-Napoca in Transylvania, Romania, an ideal starting point for visits in the footsteps of Dracula.

More generally, increased frequencies have optimised services to many European cities such as Athens, Bordeaux, Brussels, Catania, Dublin, Edinburgh, London, Malaga, Munich, Naples, Paris, Porto and Split.

Quality network

With the additional new developments mentioned above, the two main 'Geneva' airlines consolidated their leading role in terms of services density. In all during the year, 65 destinations were served by easyJet, and 35 by Swiss.

In ranking by city, the frequency prize went once again to London, with 6 airports served and 219 flights a week, which is more than 30 flights a day in each direction. Responding particularly to the needs of exacting business customers, some other major business destinations also benefit from high frequencies: Paris (with around 12 flights a day in 2014); Amsterdam and Brussels (both 9 flights a day); Frankfurt (8); Barcelona, Madrid and Rome (all 7); Munich and Lisbon (both 6).

Healthy cargo activity

Genève Aéroport's cargo business was also in excellent health during the year. The total volume of goods transported was 78,933 tonnes, up 5.7% on 2013. Pure airfreight traffic increased at the faster rate of 6.9%, while postal traffic fell slightly.

This pleasing outcome is principally a result of the Geneva region's strong, export-focused economy. It also reflects improved conditions such as increased aircraft hold capacity and the airport's expanded air network.

To support this development and meet airfreight operators' needs, major projects and adaptation works undertaken in the freight building included the expansion of areas for handling high value-added goods. The expertise acquired in receiving and processing such products has enabled Genève Aéroport to both strengthen its position in the high value-added goods market nationally, and emerge as a leading centre for such products at European level.

The growth seen in 2014 benefited the many airlines active in freight. Etihad Airways (with 21.8%), Swiss (18.3%) and Emirates (15%) climbed to the top three in terms of freight-transported market share, followed by Air China (9.7%) and Lufthansa (5.9%).

In express mail, DHL Express continued to grow in 2014, and dominates this activity with an 80.1% market share. It was followed by TNT and UPS, with 11.5% and 8.4% market shares respectively.

Philippe L.
Montreal
Returning home after
a business and ski trip





Service quality

During 2014 Genève Aéroport strengthened its policy on quality, carried out more customer satisfaction surveys and focused on its business objective of passenger service quality. It enhanced its smartphone application, GVApp, and extended the duration of its free wifi available to passengers. In addition several shops were renovated and new brands appeared.

In 2014 Genève Aéroport continued to take steps to improve the reception of its passengers, the convenience and comfort of its facilities, and the fluidity of its processes. Wishing to fully embed its actions long term, it strengthened its quality policy by creating a committee to select the major themes and accelerate their implementation.

During the year and in parallel, Genève Aéroport increased the number of passengers surveyed (7,500 in 2014, compared with 7,000 in 2013 and 5,000 in 2012). In all it undertook 263 days of surveys and measured passenger waiting times on some 300,000 occasions.

It is also worth noting that for two days in 2014, Genève Aéroport was the capital of the airport service quality world, hosting the Airport Service Quality forum for Europe and the Middle East. This conference, which is held each year at a different airport, brought together nearly 80 experts who addressed various topics linked to passenger satisfaction and ways to increase it.

Real-time evaluation

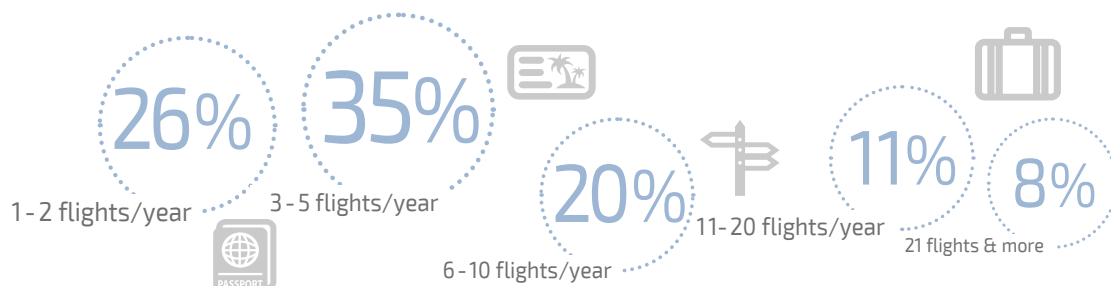
To be able to proceed quickly to corrective action, in 2014 Genève Aéroport expanded its system enabling it to continually monitor the satisfaction of people using its facilities. Through more than 120 'Smiley boxes', users can show whether they are satisfied or not with certain services. Today such boxes, featuring green, yellow and red buttons, are located at various points at the security controls, the information centre, at four concessions (sales and service outlets) and in 15 washrooms. Note that the rate of satisfaction with the toilets - which was already very good - has further increased since the airport installed this system in August 2012.

Genève Aéroport is even something of a pioneer in this area, several other airports being equipped with this real-time evaluation system developed in French-speaking Switzerland.

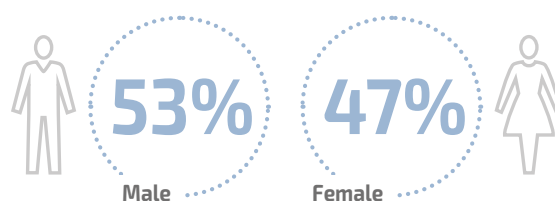
A smile on arrival

To increase the satisfaction of travellers using the car parks and the platform in front of the terminal, which was subject to construction works during 2014, Genève Aéroport dedicated its corporate objective to welcoming passengers on their arrival at these locations. To overcome the temporarily inconvenient

Frequency of travel



Passenger profile



conditions caused by these works, each staff member was invited to go and meet passengers in front of the terminal to inform and help them. In the end, 669 employees took part in this action called 'a smile on arrival'.

To generally better answer questions from travellers, streamline processes and so enhance passenger satisfaction, Genève Aéroport also strengthened its team of agents in the terminal, which now numbers 35. This enables the team to be more than 20-strong a day at particularly busy times, especially in winter.

Free wifi

Genève Aéroport was one of the first airports to offer free wifi. In 2014 it improved its free internet connection service, increasing the allowance from 60 to 90 minutes. It also expanded the opportunities available to passengers to authenticate and log onto 'Free Wifi GVA' (in addition to the standard licensing system by SMS, it is now possible to authenticate by boarding pass or identity document). Finally, in addition it set up access to the Eduroam network that

brings together the academic and scientific community (including CERN, universities and research institutes).

Children's area

In 2014 the children's area, located in the restricted zone (on the mezzanine level), welcomed more than 10,000 young travellers, along with 9,000 parents. This highly colourful place, with games, books and colouring materials also includes a kitchen space (to heat bottles and jars), a washroom and a rest area fitted out with small beds.

New version of GVApp

Genève Aéroport's free official application saw new developments in 2014. The latest version of GVApp (3.0), which is optimised for iOS8, now offers features such as boarding pass scanning for flight tracking and activation of the travel assistant, the ability to share a flight and choose notification sounds, and the updated interactive map. Available in French, English and German, this twice award-winning application was installed by 50,000 new users during the year.



Automated services

To simplify procedures and save passengers' time in processing activities, reducing stress among travellers, the various airline industry organisations automate some of their services. In this context, Genève Aéroport has finished deploying its automatic boarding gates (e-gates) in the front pier, which now number eight. Meanwhile, the airport's newly installed boarding counters blend in better visually in this new environment, and are also more ergonomic.

Along the same vein of 'seamless' travel, in 2014 Genève Aéroport introduced a number of check-in counters with automatic bag drop-off. This system, which aims to improve the passenger experience by reducing waiting time, will be extended and other machines installed.

At Genève Aéroport a robot called 'Robbi' entered service in 2013 to playfully accompany passengers to various locations in the baggage claim area, such as the free public transport ticket-issuing machine, showers, toilets and bank. In 2014 this robot was used in a wider area. The result of collaboration between Genève Aéroport's IT division and the French-speaking Switzerland based company Bluebotics, 'Robbi' also went out to meet passengers in the public area in arrivals.

4'441

protocol reception operations

48

Prime ministers

232

Foreign ministers

72

Heads of State

1'873

Ministers

571

Royal Families
(2nd degree)

Renovation of the smoking lounge

Located in the transit area, the smoking lounge has a new look. Fully refurbished in 2014, this 78 m² space includes modern ventilation systems and is under negative pressure to prevent smoke from leaving when the door is opened. On the occasion of this refurbishment, the design, furniture and lighting were completely revised to provide a comfortable, high-quality space that comes up to passengers' expectations. The opportunity for smokers to take advantage of such a space is not without interest for the airport manager, Genève Aéroport. From an operational point of view, the fact that passengers can smoke beyond the security controls encourages them not to wait to the last moment to go to the boarding lounge.

Security checks

An important step in the boarding process to which every passenger is subjected, the security checks must deliver a fast, high-quality service. In 2014 the security facilities were therefore added to the Centralised Security Control (CSC), bringing the total to 17 machines. The CSC was completely renovated at the same time. In addition to changing the floors, the roller tables in front of the security screening machines were lengthened and dual conveyor belts added beyond, again with the aim of improved convenience for passengers. Finally, new staff were recruited to

expand the security teams (note that the vast majority of security staff are employed by Genève Aéroport; but to cover peak flows, the airport manager also uses external providers).

At Genève Aéroport in 2014, these factors had a positive impact on average waiting time. According to quantitative surveys measuring the durations of various processes, the average wait declined sharply, going from 9 minutes to 5 minutes. This improvement has consistently increased the rate of satisfaction (81% of passengers are satisfied according to the ratings left on Smiley boxes).

Quality security also depends on other factors. This is the case for the training of security officers, required for a high level of performance, and for which Genève Aéroport has further strengthened its continual training. To remain at the forefront of technology, in 2014 the airport also started an innovative project for shoe early detection with a company based in French-speaking Switzerland. Finally, to accurately, comprehensively and centrally monitor the progress of corrective actions and training, Genève Aéroport implemented a new quality management tool called Smartcockpit.

Reception operations

Supporting the canton and the Confederation in increasing the global influence and projection of International Geneva, Genève Aéroport carried out 4,441 reception operations in 2014. For the record, heads of state, ministers and members of royal families passing through the airport freely benefit from a personalised welcome provided by Genève Aéroport's 'protocol' service.

As every year, in 2014 the major ministerial conferences generated the greatest number of protocol receptions. The conferences of the World Health Organization brought 343 ministers, the International Labour Organization 323 and Human Rights 313; and the Inter-Parliamentary Union conference brought 289 speakers of parliaments, national assemblies and senates. Discussions on nuclear Iran and the Syria peace conference also drew large delegations.

Finally, presidents of countries landed at Geneva to attend the Crans Montana Forum, to open their missions to the United Nations or to make a stop before continuing their journey to Bern (official visits) or the World Economic Forum at Davos.

Expanded commercial services

In 2014 several sales outlets were renovated and new brands appeared. Thematic and original events were held throughout the year.

It is certainly an industrial centre dedicated to air transport, but the airport is also a commercial centre hosting more than 80 brands. Genève Aéroport constantly strives to improve the services available to passengers, as its shops and restaurants have a strong impact on their satisfaction. The airport works closely with the concessionaires managing the sales outlets to look for new ideas, monitor results, and implement corrective actions and improvements. It also surveys the market to find new brands. These steps aim to expand the range of commercial services offered and – on a like-for-like basis – to increase retailers' profits.

New brands

In 2014 Genève Aéroport's commercial services were enhanced with the arrival of new brands, in the form of Buzzano, Victoria's Secret and Manor Accessories, and the cosmetics boutique offering brands such as La Prairie, Ioma and Tom Ford. Also during the year, a heel bar, Marionnaud sales outlet and Canonica chocolate shop opened in the railway station shopping arcade, which the airport manages on behalf of CFF (Swiss Federal Railways).

To keep up with and anticipate trends, prestige branding also requires constant

updating. In particular the Airwatch Center, Manor Jewellery and Watches, Montblanc boutique, Leaders Electronic and Schweizer Heimatwerk stores, and a Duty Free Shop, were completely renovated. Finally, the AGS souvenirs kiosk fitted its Victorinox and Caran D'Ache corner displays with new cases.

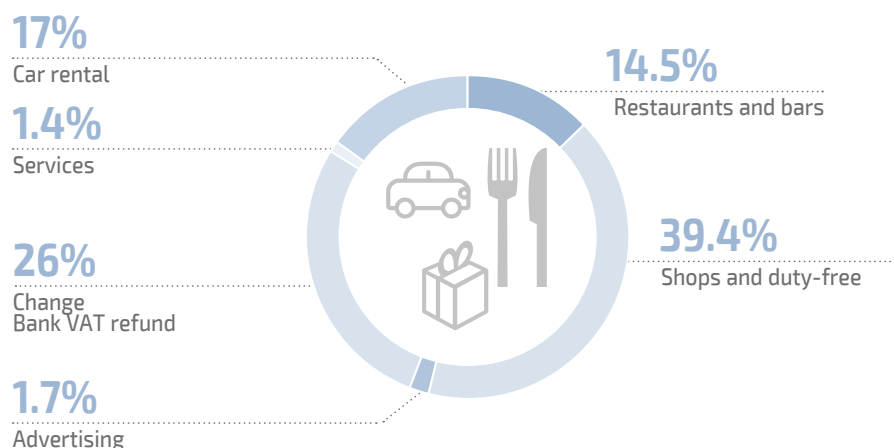
In all therefore, in the airport's restricted areas more than a third of its commercial services (excluding catering) were refurbished or redesigned.

Mystery visits

To ensure customers receive the best possible welcome, Genève Aéroport's concessions department conducts daily quality checks. It also continued its 'mystery shopping', which is carried out in bars and restaurants by an external company commissioned by the airport authority, and which tests in particular the welcome, venue presentation,



Concession turnover share by activity



and the quality and speed of service. If it appears that certain issues require adjustment, action plans are put in place with the commercial partners to ensure that airport customers benefit from the best service.

Events

Genève Aéroport is working with external suppliers to develop original ideas for events, to offer passengers an even livelier experience and to be appreciated by wide target audience.

Each time the essential themed events for chocolate (Easter), Swiss specialities ('Best of Switzerland', in summer) and Christmas incorporate games, competitions, tastings and other activities. Also, during 2014, a Beauty event offering make-up and manicures, took place in the central square beyond the security checks.

In addition to these themed promotions, several events were held directly in the shops, the CFF shopping arcade and the central square.

The restaurants also enhanced their service during the year, organising live concerts, DJ events, salsa evenings and other after-work events.

Promoting and publicising commercial services

After turning in 2013 towards outside the airport by decorating a Geneva tram to promote its commercial services, in 2014 Genève Aéroport decided to roll out a new corporate campaign primarily in the airport. Still under the 'Emotions!' banner, it incorporated its new visuals in classic (posters) and digital (website, social networks and digital displays) communication materials.

This corporate campaign aims to show the diversity of Genève Aéroport's commercial services and to generate interest, the desire to buy and purchasing pleasure among passengers.

To publicise its services in this area, in 2014 a new restaurant guide was also put on the Genève Aéroport website and on social networks.



Coffee offered

Finally, Genève Aéroport carried out 'Flash promo' operations on the arrivals level, in collaboration with the zone's retailers and aimed at encouraging those visitors waiting for passengers to move towards the nearby commercial outlets. Consisting of offering a complimentary coffee or tea, this operation was popular and proved a great success.

Growth

These various actions enabled Genève Aéroport's commercial revenues to grow by almost 2% in 2014, in what was still a rather gloomy overall climate for retail and while a number of sales outlets were undergoing construction and renovation works. The catering sector, particularly airside, made good progress during the year, as did the duty-free shops.

Patricia L.
New York
Language student





Safety, punctuality and efficiency

In 2014 Genève Aéroport strengthened the coordination between its various operational entities. It finalised its winter operations manual and purchased additional emergency vehicles. Operational staff participated in new training.

At an airport, many companies and stakeholders work together to ensure that aircraft can operate in optimal conditions of safety, quality and punctuality. The airport manager's role is therefore to coordinate the activities of these many participants.

To improve further in this area, in 2014 Genève Aéroport strengthened its organisation. Firstly, it continued to develop its Airport Operations Coordination Centre precisely to better coordinate airport operations. This aims to constantly improve operational punctuality, maintain the airport's operational capacity, and ensure smooth and efficient operations. All these elements are designed to ensure quality services for the airport's clients.

'Airport Collaborative Decision Making'

Next, in spring 2014, Genève Aéroport began the implementation of 'Airport Collaborative Decision Making' (A-CDM). This tool is based on the sharing of reliable and accurate data to enable partners to make the best, most appropriate decisions. The intended goal is to optimise airport operations by ensuring smooth and efficient traffic flows. This system transmits real-time information to Eurocontrol (the organisation in charge of managing the capacity of European airspace) on aircraft readiness and estimated take-off time. The database, which receives information from the airlines and handling agents, enables air traffic controllers to optimise the sequencing of aircraft on the airport runway and in the air.

Once A-CDM is fully integrated into the European network, Genève Aéroport will benefit from many improvements, including to punctuality, traffic flow on the ground and flight forecasting, especially during poor weather. This will also reduce waiting time at runway thresholds and reduce fuel consumption, gaseous emissions and noise.

Punctuality

Regarding aircraft punctuality, Genève Aéroport's and its partners' constant efforts have again proved a success. The airport met its punctuality target in 2014: more than 80% of aircraft movements operated on time (81.1% punctuality departing, 81.4% arriving).

The Dreamliner in Geneva

Due to its broad mix of air traffic, a wide range of aircraft serve Genève Aéroport regularly or occasionally, to the delight of aviation fans. In October 2014, the airport apron welcomed a Boeing 787 'Dreamliner' for the first time, on this occasion operated by Royal Jordanian Airlines. Beyond its aesthetics and its modest energy consumption and noise emissions, this aircraft enabled the airport community to check its compatibility with the site's facilities, resources and procedures, for if and when it operates on a regular basis.



Winter-summer distribution

Gateway to the Swiss and French Alps, Genève Aéroport receives many tourists, mainly British, Scandinavian and Russian, who come to enjoy the region's winter sports. In all, some 1.2 million people use Geneva's airport for ski tourism-related reasons. This is why the cold season is traditionally busier than the summer months, although seasonality is moderate compared with other airports. Genève Aéroport set three new records in 2014: the airport's busiest-ever day (Saturday 22 February, with 67,634 passengers); the busiest weekend (22-23 February, with 126,501 passengers); and the busiest month (March, with 1,451,477 passengers).

During the cold period, Saturday remains the most popular day, with an average runway utilisation rate of 87% in winter season 2013-2014 (compared with 64% on weekdays and 78% on Sundays).

However, the summer also experienced peaks, July and August being especially busy with 1,394,912 and 1,411,690 passengers respectively.

Winter operations

To ensure that operations run smoothly during the cold period, particularly at times of snowfall, teams prepare throughout the year for the next winter season and the main goal being safety. Already heavily revised in 2013, the airport's winter operations manual was

released in its final form in 2014. This tool, which will still be updated every year, serves as a point of reference for Genève Aéroport's teams and enables other organisations to better understand the airport authority's ways of operation.

In terms of weather, 2014 was mild, with only one day of snow (27 December) and which interrupted air traffic for no longer than an hour. During January and February, the airport also carried out preventative ice-clearing before the opening of the runway.

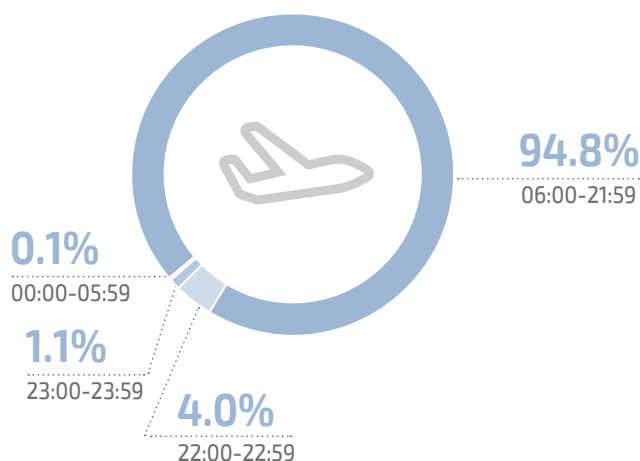
Apron vehicles

Essential for the efficient running of the airport, Genève Aéroport's apron vehicles saw increased activity in 2014. This was because of a rise in the number of passengers, greater operational complexity due to works on the apron and the simultaneous closure of some aircraft contact positions. In 2014 the airport's 22 dedicated apron buses carried a total of more than 3.9 million passengers.

Cleaning the runway and apron

As every year, Genève Aéroport was particularly careful about the condition of its runway and in particular ensuring the absence of FOD (foreign object debris). Almost 2,200 planned runway checks therefore took place in 2014, or six a day. The airport also spent around 7,000 hours carrying out sweeps of the apron, taxiways and runway.

Time distribution of movements



To remove rubber deposits in the wheel touchdown area of the runway, and so ensure perfect adhesion of the aircraft tyres on the ground, in 2014 the airport spent a total of 16 nights on these vital works in spring, summer and autumn.

General aviation

Genève Aéroport is Europe's second-busiest airport in terms of general aviation (such as for business and tourism), after Paris-Le Bourget which handles only this type of aviation. This high proportion is explained by the socio-economic fabric of the region: it is a major base for many international organisations and multinational corporations, and home for many stars of sport and entertainment.

Geneva's intense business aviation activity is also reflected at the start of May by EBACE, the only show of its kind in Europe dedicated solely to this type of traffic. For its 14th edition, this event, held simultaneously on the airport's apron and at the nearby Palexpo centre, saw a 7% rise in attendance to a total of 13,200 visitors.

This show is jointly organised by the European (EBAA) and American (NBAA) business aviation associations. The number of exhibitors also rose, up from 460 in 2013 to 500 in 2014.

Use of the concrete and grass runways

In 2014 the airport's concrete runway hosted 182,268 movements (compared with 179,212 in 2013), while the grass runway hosted 2,631 movements (5,344 in 2013). There were also 2,697 helicopter movements (4,212 in 2013) in their dedicated area. The reductions for light aviation and helicopters are mainly due to the implementation of ICAO (International Civil Aviation Organization) rules on wake turbulence. These came into effect at the end of October 2013 following the decision by Switzerland's Federal Office of Civil Aviation (FOCA).

Night-time aircraft movements

In 2014 there were 9,679 aircraft movements between 10pm and 6am, which was slightly less than 5.2% of total traffic. In other words, 94.8% of movements occurred during the daytime period, between 6am and 10pm.

Most of the nocturnal traffic took place between 22:00 and 23:59 (97.9%).

Of the 65 movements occurring after 00:30, 49 were unrestricted medical or state flights, and four were calibration flights authorised by the Federal Office

of Civil Aviation (carried out to verify the proper operation of the instrument landing system and required by international standards).

During the past year, in accordance with the regulations on night-time movements, Genève Aéroport authorised 12 commercial flights after 00:30 due to exceptional and unforeseen circumstances, and which were duly substantiated.

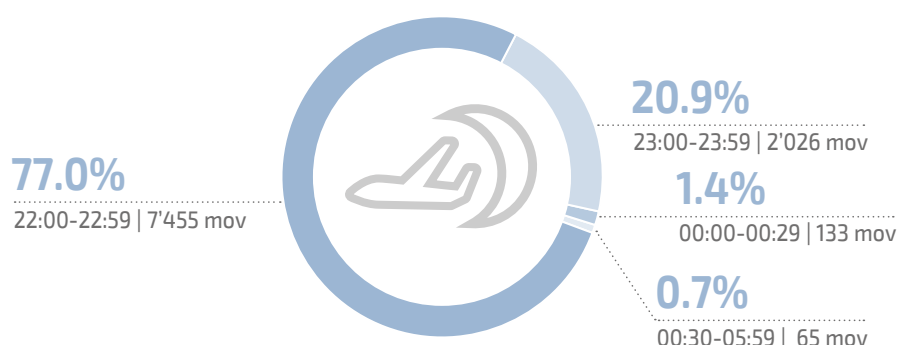
Night-time movements are very largely composed of landings. After 10pm the proportion of take-offs represents less than 13% of movements and corresponds mainly to delays, the airport having no scheduled flight take-offs timetabled after 10pm.

Statistics for night-time movements, as well as explanations of movements made between 00:30 and 06:00, are published on the Genève Aéroport website.

Landings after 10pm (over 87% of night-time movements) relate primarily to return flights from the major European cities, including the major intercontinental air traffic hubs.

Due to the alternating direction of runway use, the Genthod-Bellevue sector was flown over by nearly 60% of night-time traffic, and the Vernier-Meyrin sector by 40%.

Time distribution of night-time movements



Emergency plan

The Genève Aéroport Emergency Plan or 'PUR-GA', whose fully revised version entered force in 2013, aims to enable Genève Aéroport to manage all degraded operational events, major incidents and emergency situations. It is based on structured documentation, standard procedures and using a process of standardised operational control.

In 2014 Genève Aéroport organised special training in collaboration with the Swiss Army (training command for management, information and communication, or MIKA).

This training, which comprised theoretical and practical elements, enabled 52 airport managers to train in major incident and crisis control. The practical side of the training has also helped to improve various aspects of PUR-GA, as well as its operation.

All the control processes and procedures described in the emergency plan, and coordination with the various partners, will be tested in 2015 in a full-scale exercise. The preparatory phase of this exercise started in 2014.

For the record, PUR-GA considers 10 types of events likely to impact the airport's operations. More than 60 specific emergency situations have been identified for which alarm cards and response procedures are defined. The tool is strengthened with a collection of documents setting out the emergency plan's operational principles and



outline response procedures for all the identified emergencies.

24-hour security

Providing 24-hour cover, 365 days a year, Genève Aéroport's Airport Safety Service (SSA) staff are responsible for ensuring the safety of the airport site. This vital mission involves many tasks, including: rescue, firefighting, assistance during aircraft refuelling while passengers are on board, ambulance transport, and responding to alarms.

To remain at the forefront of performance and constantly improve their skills, SSA professionals regularly attend training courses. As in previous years, in 2014 they received training on aircraft lifting at Stuttgart, and further training at the Teesside centre in the UK. They also trained in areas such as working in: confined spaces, including service ducts and tunnels, pipelines and oil separators; at height; and in the event of fire in places fitted with solar panels. They were also trained in assisting responders in difficulty, searching for

aircraft beacons and dealing with chemical product issues. Of course there was also continual airport-related training throughout the year.

Response vehicles

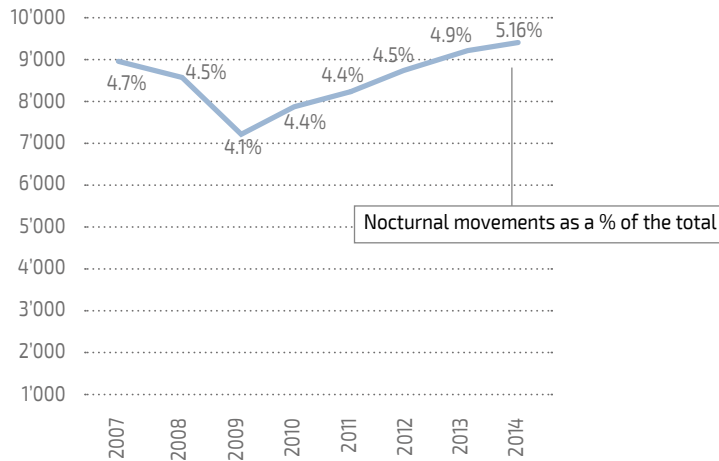
In 2014 there were several new response vehicle related developments. Firstly, the emergency vehicles started to be changed from red to yellow, or more precisely 'green lemon'. Studies have shown that this can be seen better than the previous colour and is therefore more appropriate for emergency situations.

Secondly, three new vehicles appeared on the apron: a high-power airport response vehicle with a large water and foam capacity (13,000 litres of water, 1,500 litres of concentrate and 250 kg of powder); a rescue platform designed for the evacuation of passengers from an aircraft (the prototype was made at the specific requests of the airport SSA); and a new vehicle for the incident commander.

Wildlife hazard prevention

Collisions with wildlife pose a significant risk of incident, or even accident. To ensure maximum safety while preserving biodiversity, Genève Aéroport has for many years been at the forefront of wildlife hazard prevention (PPA), regularly implementing new measures and using many methods of bird scaring in response to each type of situation.

Nocturnal movement evolution



The Genève Aéroport PPA team's qualities are recognised internationally, the airport once again welcoming many managers from foreign airports who came to learn from its methods. In addition, the specialists of this unit (brought together in the BTEE company) carried out several training courses abroad (Airtrace).

In 2014 these specialists also developed the 'International handbook of recommendations for wildlife hazard management at airports' based on their experience at Geneva. This was published at the start of 2015.

Responses outside the site

In 2014 Genève Aéroport SSA expertise and usefulness once again extended beyond the airport perimeter.

On one hand, SSA specialists in turn train many others. During the year they therefore provided training on behalf of FOCA for the Swiss regional airports of Sion, Lugano, Locarno, Bressaucourt, Les Eplatures and La Blécherette. An SSA instructor also shared his experience and expertise with the ELSPP school of professional firefighters.

On the other hand, SSA professionals sometimes leave the airport site to reinforce existing resources, particularly for major incidents. SSA staff and vehicles therefore went to various canton locations to extinguish fires, provide water, protect against pollution or provide an advanced medical post.

Regarding Genève Aéroport's ambulances, these leave the airport site several times a day to assist patients mainly in the neighbouring districts and towns, under a supply contract agreed with the Swiss emergency service 144. In 2014 they responded more than 2,250 times outside the airport site, which was 90% of the 2,508 medical responses undertaken.

Charles (dad) et Dan (son) G.
Beijing
Returning home





Necessary construction works

At Genève Aéroport in 2014, some CHF 110 million was invested in maintaining, renovating and improving various facilities. The building permit for the East Wing was issued. Part of the customs road was buried and a new building came into operation. In addition the airport continued with its significant energy management activities.

During 2014 Genève Aéroport continued its works to maintain, renovate and improve its facilities. It invested some CHF 110 million, which was a welcome package for many subcontractors.

Authorisation to build the East Wing

In October 2014, Switzerland's Federal Department of the Environment, Transport, Energy and Communication (DETEC) granted permission to build Genève Aéroport's new East Wing. Following this, the airport plans to start construction of the building in the first half of 2016.

The East Wing will replace the airport terminal's current large-aircraft wing, which was built as a temporary structure in the mid-1970s. Providing a facility appropriate to present-day constraints and expectations, the new building will house boarding areas, airline lounges, and retail and catering outlets. It will have six boarding gates and six positions for large aircraft.

This is the same number as today, the difference being that these will be contact positions and so avoid the need for bus travel to aircraft parked at remote stands.

Designed around the principle of transparency, the East Wing will enjoy an unobstructed view of the apron and plenty of natural lighting. The building will have an energy-efficient envelope, thanks to its triple glazing, thermal insulation and use of best energy-class equipment. It will also be covered with 5,000 m² of solar panels and equipped with more than 100 geothermal probes, as well as rainwater collectors. These elements are part of the airport's plan to make this an energy-neutral building.





Implementation of GP+

The preparatory works and related projects for the East Wing continued as planned. These notably include the GP+ and burying of the customs road. GP+ is the name for the temporary building constructed to gradually replace the terminal's current large-aircraft wing and alleviate capacity losses linked to the construction of the East Wing. It contains the boarding areas for the large-aircraft stands and other remote positions. The first stage, which consists of a building detached from the current large-aircraft wing, is complete; and the building entered service in summer 2014. The next steps (demolition of part of the old large-aircraft wing and construction of new rooms) will start in 2015. It is planned to demolish the GP+ once the East Wing becomes operational.

Burying the customs road

To make space on the vital apron area, Genève Aéroport decided to partially bury the customs road, which connects Ferney-Voltaire with its France sector. The works, which started in late summer 2013, continued on schedule and were implemented so as to minimise the impact on apron operations.

In 2014 Genève Aéroport's adaptations to its technical room included pipe laying, power-supply installation and basement excavation. The ramps leading to car park P20 were modified to allow the construction of the TriBag centre (which will optimise hold-baggage operations and provide adequate space during the East Wing works). The customs road itself was put in a 300-metre covered trench behind the Arena and Hall 7.

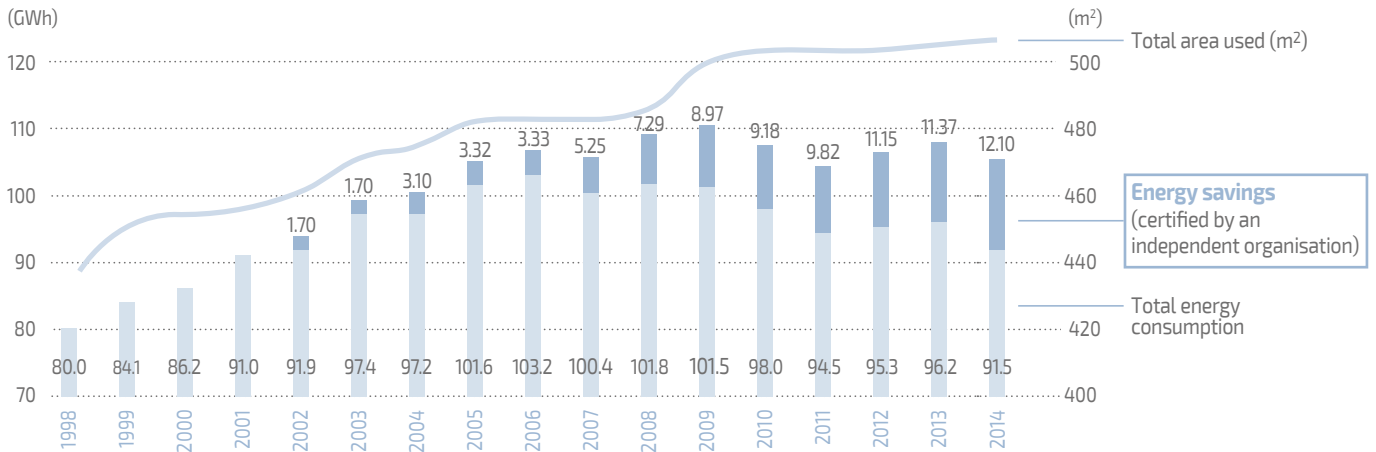
Carried out in parallel, the customs road and TriBag centre projects are planned for completion in April 2015.



Renovation of the hydrant systems

Genève Aéroport's aircraft hydrant refuelling system (HRS), which dates largely from 1965, is essential for completely safe operational management. Much of this system was replaced in 2014 and the works continue in 2015. The airport's strong collaboration with the company Saraco, which manages the replacement of the system's hydraulic side, has put and kept the works several months ahead of schedule.

Change in energy consumption in GWh



Surface radar

To establish redundancy with the current surface movement radar (SMR) and remedy any age-related defects, a second SMR was installed on a metal tower in the northern part of the airport. This equipment, used by the air traffic controllers (of the apron tower and control tower), tracks the ground movements of aircraft and vehicles. The adjustment and testing phase is underway for the planned start of operations in summer 2015.

Providing energy at aircraft stands and other sites

In 2014 Genève Aéroport continued to install fixed energy supply systems (400 Hz) to provide aircraft with electricity. These facilities, which are now at almost all the scheduled and charter aviation parking positions, result in a significantly reduced environmental impact. This is achieved by avoiding using on-board auxiliary power units needed to produce energy and air conditioning for parked aircraft, particularly during their turnaround or stopover.

Other projects in 2014 included the continued renewal of the apron and many development, maintenance and renovation works on airport buildings.



Works in front of the terminal

The platform-renovation project in front of the terminal – which aims to strengthen the concrete slab and repair the waterproof seals, drainage and expansion joints – continued in 2014. On the platform level opposite the check-in floor, the works were completed at the end of the year and enabled the operation of: the fast drop-off lane (Kiss & Fly); a drop-off area for minibuses, shuttles, ambulances, taxis, reception cars and limousines; and a traffic lane dedicated to public transport.

The Kiss & Fly responds to a real demand since, according to surveys carried out by Genève Aéroport, the vast majority of passengers coming by private car (not including taxis) are dropped off in front of the terminal.

Parking

In 2014 Genève Aéroport purchased the lower floors of Palexpo Hall 7 and started work on their transformation. This former car museum will still be for vehicles, but of a different type. One floor of the basement will be used for subscribers (employees of airport-site companies) and will be accessible from the public area through a new opening in the tunnel. The other floor will be for parking the Cobus buses, which are used on the apron to transport passengers between the boarding lounges and aircraft. With direct access to the apron, it will house these vehicles, whose previous garage was demolished to allow the burying of the customs road.

All Genève Aéroport's existing car parks now have the modern CEPAGE management system. This has many advanced features and capabilities, including linking payment to the car licence plate and facilitating payment by credit card.

Genève Aéroport has a total of around 9,000 parking spaces, including 5,100 for passengers, which is well below the international average for airports. This undersupply largely explains their very high occupancy rates: in 2014, the car park in front of the terminal was more than 95% occupied for 145 days, car park P26 for 177 days and car park P51 for 269 days. Being close to the city centre and therefore well connected to the bus and train networks, the airport must, by virtue of its concession, facilitate travel for its employees and passengers on public transport.



Energy management

For several years, Genève Aéroport has taken actions to reduce its energy consumption and therefore its environmental footprint. The airport does not only reduce its energy needs in relative terms (for example in terms of ratios, square metres and passengers), but also seeks to reduce absolute values. This requires substantial effort, given its increasing passenger numbers. Genève Aéroport's energy policy also involves all its airport partners, with the aim of cutting the consumption of every stakeholder on the site.

During 2014 several new optimisation projects (in areas such as lighting, heating, ventilation and regulation) were carried out, and all contributed to achieving Genève Aéroport's energy goals. The district heating circuit, new burners and power-plant regulation optimisation projects generated thermal energy savings of over 12%. Solar production through high-temperature sensors also helped to save significant amounts.

Overall the various measures resulted in a reduction in electricity consumption of some 3% compared with 2013, despite the growth of airport traffic and developed areas on the site.

To optimise the control of energy expenditure and achieve its set savings targets, Genève Aéroport deployed smart metering to measure

and remotely monitor the consumption of each on-site end user. In 2014, all the heating and electricity counters were deployed.

Lastly, Genève Aéroport's solar installations (numbering seven since the start of 2014 and spread over 8,300 m²) produced more than 1 GWh throughout the year. To this photovoltaic production is added the roof-mounted vacuum solar panels (1,400 m²), and various solar thermal systems that total 200 m². The latter include the production of hot water at ADIC, the building used for the storage and distribution of liquids, and which is completely covered with solar panels.

Genève Aéroport's thermal and photovoltaic solar park currently covers a total of 10,000 m², an area that will increase further in the coming years.

Danielle B. and Geneviève K.
Dubai
Trekking in Burma





Environmental actions

In 2014 Genève Aéroport published its first sustainable development report, detailing the measures taken in environmental, social and economic areas. During the year the airport started construction of its sound-absorber, strengthened its mobility policy and renewed its carbon certification.

Genève Aéroport wants to complement its business – which must contribute to the development of the region’s socio-economic life – with a strong environmental policy. The airport therefore incorporates the environmental side in all its projects and seeks to limit its impacts, as well as those of air traffic, on local residents and the environment. Its environmental management system addresses the issues of noise abatement, air quality, energy (see the ‘Facilities’ section of this annual report), water management, natural resources, waste and natural environments.

Published in autumn 2014, Genève Aéroport’s first sustainable development report details measures recently taken in these areas, and also addresses the social and economic aspects of the airport (the report is available in the ‘corporate’ section of www.gva.ch).

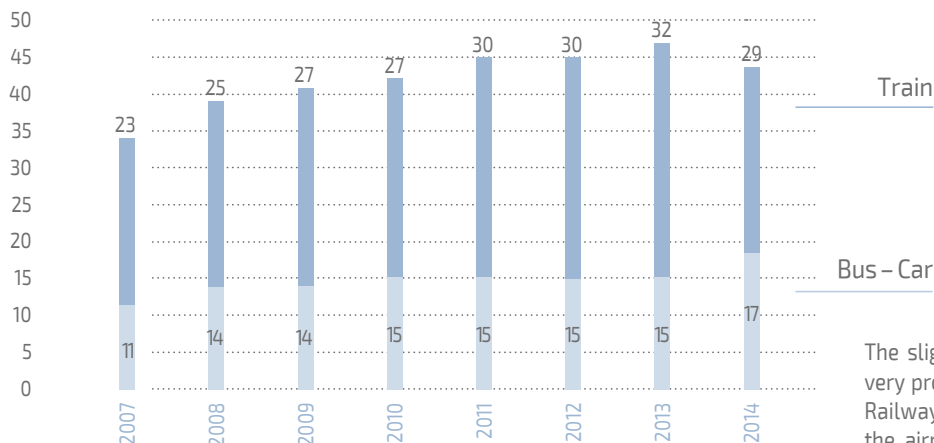
Air quality

In 2014 Genève Aéroport obtained the renewal of its Airport Carbon Accreditation (ACA) certification. Issued by an independent third party, this certification validates the continuity and significance of the airport’s efforts to reduce the climatic impact of its activities. It certifies that Genève Aéroport has calculated its CO2 footprint, taking into account emissions from facilities, ground handling, air traffic (take-offs and landings) and induced traffic (passengers and employees). Genève Aéroport has also demonstrated that it makes commitments and achieves results in the reduction of CO2 emissions under its responsibility, and that it also involves other organisations active on the airport site.

In particular, Genève Aéroport’s measures to reduce pollutant emissions and improve air quality on the site are illustrated by its policy for vehicles operating on the apron. The airport authority actually provides incentives (variable-rate vehicle passes to finance actions to reduce gaseous emissions). In 2014 Genève Aéroport also promoted and financially supported the installation of particle filters on ground power units, a measure which continues in 2015.

Evolution, mode of sustainable passenger transport

Sustainable modal shares (%)



Source: ASQ survey 2014

The slight decrease in the train share is very probably explained by Swiss Federal Railways' major works that affected the airport line for several months and reduced the number of trains.

Mobility policy

The methods of transport used by passengers and employees travelling to the airport relate to another important focus: air quality. For this reason Genève Aéroport has an ambitious mobility policy aimed at encouraging people to use sustainable methods (walking, cycling, public transport and car sharing) rather than a private motorised vehicle.

In 2014 Genève Aéroport continued to expand its network of 'airport staff shuttles' (which complements the public transport network in the hours when it does not operate) for employees on the airport site. Twelve new shuttle stops were created, which also benefit staff in other areas.

In autumn 2014 Genève Aéroport also carried out a survey of the methods of transport used by airport staff for the journey between home and work. The results show that the sustainable mobility share of staff travel continues to rise and is now 41%, compared with 37% in 2011. Genève Aéroport will use



detailed analysis of the results to further improve mobility-plan measures to exceed the confederation's airport target of 45% by 2020.

Genève Aéroport continued to offer free tickets to landed passengers for use on the Geneva public transport network, and provided nearly 870,000 in 2014.

Lastly, the airport conducted a mobility study to take stock of existing mobility facilities and services on and around the airport site, and to identify their likely evolution to 2030. This study prompted a separate review conducted jointly by Genève Aéroport and the canton (DETA-DGT) regarding increased access to the airport during this period.

Noise abatement

In 2014 Genève Aéroport continued its soundproofing programme. To date, more than 3,000 homes in neighbouring Swiss and French districts have been soundproofed by Genève Aéroport, and at a total cost of over CHF 46 million.

In the summer of 2014, work started on the construction of a sound-absorber for aircraft with a wingspan of over 20 metres (which is most of the aircraft at Genève Aéroport). This facility, located in the southern area of the airport near the threshold of runway 05, will significantly reduce the impact of powered-engine testing. At the moment these essential tests, which ensure the safety of the aircraft

after servicing or an engine repair, are performed outside. This hall, whose roof will be covered with solar panels, should be operational in 2016.

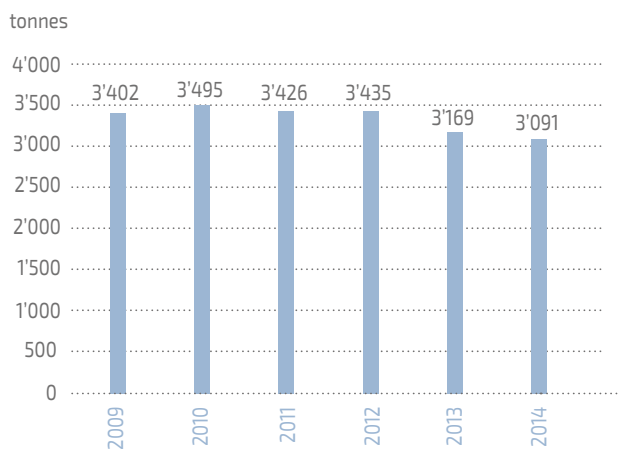
Waste management

The sorting rate increases year after year and in 2014 reached 41% across the site. Some waste treatment centres saw strong growth, such as the facility in the main building (T1) where paper sorting jumped by 66% and organic waste sorting by 24%. Similarly the freight-area sorting rate, already very high, continued to rise (up from 76% in 2013 to 82% in 2014). During the year, passenger-derived incinerated waste volumes fell.

Among the measures taken in 2014, a waste handler was taken on to improve the management of the Pré-Bois waste treatment centre.



Change in incinerable waste (across the airport site)



Water management

Regarding plans for the Vengeron-side retention pond, in November 2014 Genève Aéroport lodged its request for approval with the Federal Office of Civil Aviation. This project will comply with the qualitative and quantitative restrictions on stormwater discharge into the Vengeron. It achieves this by eliminating winter pollution from de-icing products that fall onto the runway and taxiway, and by reducing shoreline erosion and the risk of river flooding. The airport's new retention pond is expected to be operational in 2018.

Biodiversity

Genève Aéroport's certification by the Nature and Economy Foundation was renewed in September 2014. Obtained for the first time in 2011, it attests to the natural quality of the airport site's outdoor areas, which contribute to the preservation of diversity. Indeed 80% of the airport's grasslands are considered close to their natural state (presence of native species; no use of biocides, herbicides or fertilisers; and differential grass-cutting, and limited to being mowed twice a year).



Partnership with organisations

Genève Aéroport works with several organisations to draw value from still-usable products. In 2014 it therefore continued its partnership with EPI (Public Institutions for Integration) to reprocess office consumables and electronics (such as printer cartridges, fax machines and photocopiers) through its deconstruction and recycling workshops.

In addition Emmaüs collects textiles, via a 'clothes box' installed at the airport. The organisation obtained 3.1 tonnes of textiles in 2014, up from 2.84 tonnes in 2013.

Lastly, Genève Aéroport continued its partnership with Partage, which collects still-consumable food products from airport sales outlets to redistribute them the same day to charity centres in the canton. In 2014 this Geneva organisation collected 4.6 tonnes of food.

Constantly more skills

In 2014 Genève Aéroport created some 40 posts, taking it almost to the 1,000 staff mark. The airport intensified its continual training activities and now nearly every existing post has a skills profile, in line with its skills management policy.

Staff numbers rose once again, reflecting the increase in passenger numbers at the airport, the need and determination to upgrade facilities, and the increasing complexity of the airport world. Therefore 39 new posts were created in 2014, increasing the number of staff at Genève Aéroport to 927 (876.5 full-time equivalents).

However, this figure does not include the average of some 59 hourly auxiliaries who worked at the airport in 2014. For this reason Genève Aéroport's monthly payslips have now almost reached the 1,000 mark.

As in the year before, Genève Aéroport's Planning and Facilities Directorate oversaw the upgrade of the airport's facilities, carrying out many commitments and in particular with regards to the future East Wing.

The number of security staff at the airport increased to manage the rise in passenger numbers and enhance the service delivered to passengers. Several new posts were also added at the Operations Directorate to manage the rising complexity of airport operations.

Specific profiles

In addition to the growth in staff numbers, it is worth noting that several appointments needed new job descriptions, taking into account the highly specialised and specific profiles required to support complex projects and facilities (such as the new East Wing and de-icing station). These appointments clearly illustrate the qualitative development of the airport environment.

In 2014 Genève Aéroport also renewed its '1+ for all' label. This was awarded for the first time in 2012 and recognises businesses committed to employment and integration in Geneva. Since Genève Aéroport wants to be a responsible employer, for many years it has automatically advertised vacancies through the cantonal employment office. Where skills are equal, priority is given to jobseekers and especially the long-term unemployed.



Workforce evolution, 2010-2014

	2010		2011		2012		2013		2014	
	FTE	Persons	FTE	Persons	FTE	Persons	FTE	Persons	FTE	Persons
Permanent employees	712.6	738	738.8	770	770.9	809	793.2	836	816.2	858
Temporary monthly auxiliaries	40	56	49.4	63	38.5	49	35	46	50.3	64
Apprentices	4	4	4	4	5	5	7	7	5	5
Total	756.8	798	792.2	837	814.4	863	835.2	889	871.5	927

FTE: full-time equivalent

Continual training

Once again the commitment to new staff skills increased the diversity of profiles found at the airport site, where there are some 200 different roles. As there is a wide range of constantly evolving roles, ongoing training is very important.

Each year Genève Aéroport dedicates substantial funds to ongoing training, for which its budget increased again in 2014 to exceed CHF 1.1 million.

Skills development policy

Genève Aéroport strengthened its skills development policy in order to truly establish ongoing training in its business strategy. This major project, launched in 2012, is gradually being rolled out for planned implementation in 2016 and aims to better anticipate future requirements and succession planning, to have the right skills in the right place at the right time.

This approach allows staff to develop their know-how and know-how-to-be, and therefore their employability in the wider sense, opening doors to potential career development.

In 2014, specific skills profiles were allocated to over 90% of roles at Genève Aéroport.

Steps were also taken to roll out the Human Resources Information System (SIRH). This software tool, also known as the HR portal, enables the computerised management of all types of

training provided internally and externally, and also offers staff a wide range of HR-related tools and information.

The business therefore hopes to energise career management in the broad sense and encourage internal promotions and transfers.

Paternity leave

Genève Aéroport implemented its new regulations on paternity leave, which came into force on 1 January 2014. This grants fathers five days' leave, with the opportunity to take an additional ten days' unpaid leave.

Health and safety at work

For years, Genève Aéroport has been committed to the systematic management of health and safety in the business through voluntary measures. In 2013 the airport received the 'Friendly Work Space' label due to its formal policy and the actions it takes in the area of health and safety. In 2014 this award was formally presented to the airport by Health Promotion Switzerland, an organisation supported by the cantons and insurers. This label recognises Genève Aéroport's great efforts and process of continual improvement.

Also during the year, the airport's Human Resources and Safety Office departments formulated an action plan to further improve health and safety at work and started to implement this well ahead of the next certification.

At the same time, a new awareness campaign was launched reminding everyone to do the right thing every day. This three-year campaign covers many areas and is called 'I feel good'. It started with a workshop on the coordination and balance required to prevent falls, which in Switzerland cause more injuries than road accidents. As in the vast majority of businesses, at Genève Aéroport falls are the cause of most accidents at work and in leisure time.

Once again, with a particular empha-



sis on prevention, Genève Aéroport assumed responsibility for staff vaccination costs against seasonal flu.

Lastly, the airport continued to install defibrillators. Some 30 of these life-saving devices are now located in various places around the airport site.

Extranet to better inform

If the number of Genève Aéroport staff is approaching the 1,000 mark, the entire airport site has around 10,000 employees in almost 200 companies. In 2014 Genève Aéroport launched an extranet for the whole site, aimed at improving and promoting the flow of information between itself, as airport manager, and these companies.

Staff of other airport-site companies

In terms of the protection of workers' rights on the airport site, it should be remembered that Genève Aéroport requires all organisations benefiting from an operating concession, as well as those participating in its calls to tender, to comply with regulations on worker protection.

In 2014 Genève Aéroport decided to introduce an arbitration clause for new concessions and to ask concessionaires to provide it with an annual social report.

Lastly, an 'airport' working group was established in September under the aegis of the Labour Market Supervisory Board (CSME). This group, which includes representatives of business, labour, Genève Aéroport and the state (DSE and OCIRT), is responsible for reviewing the working conditions in these companies on the airport site.

Main sponsorship commitments:

Sport

Geneva Lions (basketball)

Genève-Servette HC

Team Genève (support ahead of the Olympic Games)

Ice legends

Swiss Open (international wheelchair tournament)

CER (competitive sailing)



Culture

Meyrin Forum

Carouge Theatre

Caribana Festival

NIFFF (Neuchâtel International Fantastic Film Festival)

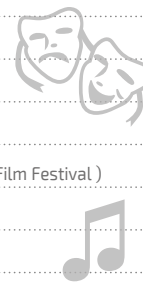
Annecy Festival

Tous Ecrans Festival

Geneva Chamber Orchestra

Antigel Festival

Far Festival



Visible actions

In 2014 Genève Aéroport carried out numerous actions and activities centred on tourism professionals and the general public. The airport greatly enhanced its presence on social networks and was also active and involved on the ground. In addition its sponsorship policy supported more than 60 projects.

During the year, Genève Aéroport's marketing and promotion of its air services continued. The airport also took part in many events and strengthened its sponsorship commitments.

To maintain its network of contacts and meet new airlines, Genève Aéroport participated in some 12 air transport-focused fairs and conferences held in Europe, Asia and North America. Also, for the first time, a special evening was organised for Switzerland-based business managers to thank Genève Aéroport's existing airline clients.

Several inaugurations

Unlike the previous year, 2014 was not noted for new long-haul flights, but there were many other new air service launches and developments. On 24 May, a special event promoted Icelandair's first scheduled flight to Reykjavik. Other ceremonies took place, such as for the launch of the new easyJet routes to La Rochelle (25 June) and Vienna (31 October), as well as for easyJet's milestone of 10 million passengers in Switzerland (30 May).

The first anniversary of the arrival of Chinese flag carrier Air China (7 May) provided the opportunity to organise an evening for travel agents and key clients, in the company of the Ambassador for China in Switzerland, S.E. XU Jinghu, and State Councillor Pierre Maudet. In December, Genève Aéroport and Air China also invited a number of partners to a private visit to the Baur Foundation's outstanding 'Imperial China' exhibition.

Lastly, at Christmas, the airport crossed the threshold of 15 million passengers a year. A passenger, who was flying to Montreal with Air Canada to spend the holidays with her family, was greeted by Genève Aéroport's chairman and director general, who presented her with various gifts and unexpected VIP treatment.



Economic and tourism

Geneva Festival

GE200.ch

Forum des 100

Versoix Chocolate Festival



Charities

Terre des Hommes

Geneva Red Cross

ASED (Action for Support of Deprived Children)

Association pour le Bateau Genève



The year of social networks

Genève Aéroport's communication activities have gained coverage on the social networks, which are essential tools of a public information strategy. Given this importance, in 2014 the airport allocated additional internal resources and put in place the necessary skills and content management capabilities. In late December, Genève Aéroport's Facebook page exceeded 20,000 followers, while an ACI Europe study ranked its LinkedIn profile among the top-five for airports. Further digital communication media were established, such as a new bi-monthly online newsletter.

As part of the progress of the East Wing project, Genève Aéroport launched a public communication plan with a new, downloadable online brochure, a section on the Genève Aéroport website (www.gva.ch) and an explanatory video.

Lastly, Genève Aéroport set up an 'extranet' site, which is a dynamic communication tool for all operational partners and businesses based on the airport site.

Consumer initiatives

To strengthen its public image and promote new air service developments, Genève Aéroport participated in a series of shows and events in its catchment area (including Geneva, Lausanne and Lyon). In March the airport held the 'Envol' holiday day which brought together around 30 exhibitors and attracted more than 20,000 visitors. Genève Aéroport is also a key partner in the Travel Trade Workshop Lausanne show for travel industry professionals, and encouraged the involvement of some 12 airlines.

Public events included monthly 'e-competitions' run in partnership with an airline, which on each occasion attracted between 3,000 and 4,000 participants. Throughout the year, special offers and information on new developments were put on the Genève Aéroport website and social networks.

Attending Air 14

To celebrate 100 years of military aviation in Switzerland, a major event was held at Payerne with air shows, stands and exhibitions, which attracted several hundred thousand people. Genève Aéroport participated in this event



on the Swiss International Airport Association (umbrella organisation) stand. The airport was involved as part of 'Dream Job Street', which is dedicated to the aviation profession, and answered many questions from the public.

Sponsorship and social responsibility

For almost 10 years since establishing its new sponsorship strategy, Genève Aéroport has been actively involved with the cultural, sporting and social life of the region. This continued in 2014 and Genève Aéroport demonstrated its commitment through more than 60 partnerships. In Geneva canton, neighbouring districts and the rest of the airport's catchment area (French-speaking Switzerland and neighbouring areas of France), sport and culture 'creators of emotion' remained the top supported activities. Important commitments include Geneva's Lions, who this year once again improved their ranking by winning the Swiss Basketball Cup.



Serving the public

The organisers of the region's sporting and festive events regularly ask Genève Aéroport's safety service staff to provide a rescue service, medical unit or logistics. In 2014 they were particularly involved in the Lake Parade, Geneva Festival Closing Fireworks, Air 14 and the Christmas Cup.

In terms of new developments, Genève Aéroport supported Team Genève 2016, which supports Geneva's sportsmen and sportswomen preparing for the Olympic Games at Rio de Janeiro. In addition the airport entered into a cultural partnership with the Geneva Chamber Orchestra.

Other areas of activity defined in the strategy (economic, tourism, charity and environment sponsorship) enabled Genève Aéroport to share its values with the public by supporting often specific events such as the Forum des 100 and the Geneva Festival. The airport also supported the commemoration of Geneva's entry into the Swiss Confederation.

Lastly, it should be noted that the sustainable development dimension is an integral part of the selection criteria. Moreover, most of Genève Aéroport's partnerships are defined by time and support.

Improvements to various services

Finally, 2014 was the year that Genève Aéroport's online product selling was consolidated under the 'e-services' label. The e-commerce platform particularly demonstrated the success of the 'Priority Lane' (fast-track lane to the security checks) product that helps the passengers concerned to stay on schedule and keep their appointments.

Also worth noting is the reorganisation of the airport 'Visitors Center' on the arrivals level.

Since October, the management of all tourist information services, hotel reservations and ground transport has been assigned to one company (Helvécie).

Léon (the dog) and Alexandra K.
Brussels
Returning home



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