

Annual report 2015

GENÈVE
AÉROPORT



Annual report 2015

Table of contents

Introduction

Key figures	2
Between tradition and change	3

Organisation

Round-trips between the global and local	4-5
Board of Directors	4-5
Management team	4-5

Finance

2015 confirms Genève Aéroport's strong economic performance	6-11
---	------

Aviation activities

Geneva's connectivity continually improves	12-19
--	-------

Customer service

Passenger (e)services	20-22
New developments on the menu at Genève Aéroport	23-25

Operations

The passenger: centre of attention	26-31
------------------------------------	-------

Facilities

Major investment for the future	32-37
---------------------------------	-------

Corporate

Environmental measures	38-40
Staff wellbeing and development	41-43
City airport and citizen	44-47

Key figures



142
destinations

CHF **112Mio**
of investment

15,8Mio
passengers 

967
employees 

59 airlines 

CHF **423,7Mio**
turnover 

70'418
tonnes of freight

Between tradition and change



The traditional publication of Genève Aéroport's annual report and financial statement has continued for 2015. This document shows our airport's activity over the past year, providing a photograph that captures a brief 'moment' of airport life. We should add that this is a small one-hundredth of its life, considering that in a few years' time Genève Aéroport will celebrate its first century.

To better tell the story of the canton of Geneva's highest-profile facility and largest employer, this tradition must be combined with change and the airport should present a lively 'image'. Over the following pages the 'x-ray' must make way for an 'ultrasound' to give readers a more dynamic view of reality.

Annual reports repeatedly demonstrate their true value through the analysis they allow of continuing change at the airport.

In the same way that previous annual reports have highlighted for example the Douglas DC-3 propeller-driven airliner, and today we see mainly much larger Airbus and Boeing jets, the economic and social reality provided through these pages illustrate well the airport's continual changes year after year.

Genève Aéroport's annual report for 2015 shows that, in the particularly rapidly changing and competitive aviation and airport sector, what was true yesterday is not true today. Certain developments clearly foreshadow some profound transformations, where timescales shorten and deadlines approach faster as change accelerates. Over the past year I have had the honour of chairing the board of directors, which decides what work and resources are needed to support this change and to determine the direction the airport must take.

In 2015 the directors helped to define the main areas for future action, which are essentially the guiding principles created to build Genève Aéroport's new corporate governance. These principles are the central and immutable basis on which we intend to continue our tradition.

The wheels are turning around this new and more defined axis, leading and

involving numerous people and greatly strengthening our efforts to enable the airport to meet newly imposed requirements.

During the year Genève Aéroport refocused the operation of its board of directors, executive committee and senior management. This new focus is to guide the airport efficiently and effectively through the many and major changes ahead.

As a result of choices made in 2015 and approved at the start of 2016, at various levels and driven by the board of directors, Genève Aéroport has set up a business-wide, permanently change-making force in what we hope will be an upward spiral.

Corine MOINAT
Chair of the Board of Directors

Round-trips between the global and local



With a turnover of CHF 423.7 million in 2015, enabling Genève Aéroport to earn a profit of CHF 74.6 million, the business confirmed and affirmed another strong economic performance. Our airport's healthy financial position has a significant role in the development of our vast transborder region, in which Genève Aéroport is a major economic, industrial, commercial, tourism and diplomatic centre.

We are delighted that in 2015 around 15.8 million passengers passed through our facilities. From one season to another during the year,

almost 60 airlines connected Geneva to more than 140 national, European and intercontinental destinations. This high and increasing connectivity contributes to Geneva's influence and projection around the world. It also increases the attractiveness of our city and region.

The airport's activity has a positive economic impact on our immediate surroundings, with each year half of all profits going to our owner the canton of Geneva. It is the same for the six million people in our catchment area: Genève Aéroport helps to create an

Board of Directors

Geneva International Airport (Genève Aéroport as indicated by its logo) is an autonomous public institution which belongs to the State of Geneva. It is the manager of the airport and has a federal concession. Its Board of Directors comprises:

Chairwoman since 01.01.2015

Corine MOINAT

First Vice-Chair

André KUDELSKI

Second Vice-Chair

John TRACEY

Members

Pierre BERNHEIM
Aurélie CHARILLON
Alain de KALBERMATTEN
Jean-Marc DEVAUD
Bertrand FAVRE
Fabienne FISCHER
David FRICK
Olivier HOHL
Jacques JEANNERAT

Patrick LUSSI
Thierry MELLINA-BARES
Magali ORSINI
Karin PERRAUDIN
Eric STAUFFER
Alberto VELASCO
Nicolas VUILLE
Sully-Paul VUILLE

Management team

From left to right and from top to bottom

Denis MASTROGIACOMO
Operations

Massimo GENTILE
Information &
communication technology

Ruben JIMENEZ
Security

Olivier DELETRAZ
Human resources

Nicolas GASPOZ
Director of Infrastructure & Planning

Robert DEILLON
Director General

Aline VAGLIO
Finance & administration

Xavier WOHLSCHLAG
Operations Director

Yves-Daniel VIREDAZ
Marketing & business development

Pierre GERMAIN
Finance, Commercial
& Development Director
Deputy Director General

Marc MOUNIER
Environment & legal affairs

Thomas ROMIG
Airport steering

estimated CHF 7 billion of wealth as direct and indirect economic impact, and sustains almost 44,000 jobs*.

While Genève Aéroport is certainly an industrial centre, generating pollution and particularly noise, we must work constantly to minimise this nuisance and protect local residents.

We should also remember the other benefits the airport gives people in our catchment area. This means the closer social links facilitated by our connectivity, enabling the foreign communities that shape Geneva to stay in touch with their original communities,

*Source Infrac 2011

and our expatriates to return regularly to Switzerland and our entire trans-border catchment area.

This aspect of Genève Aéroport makes the city of Geneva much more international. The airport's connectivity enables and encourages positive diplomatic activity and supports Geneva's global status as a city of peace that writes some of the major pages of history – which the diplomacy of 2015 will once again confirm.

Aircraft taking off and landing at Geneva also drive a dynamic that lets us make regular round-trips between the global and local. The projects and discussions underway are not

intellectual concepts, symbolic representations or accounting abstractions. Genève Aéroport's statistics, figures and the remarkable industrial, economic and social developments described in this report have a common denominator: the passenger. It is around the passenger's needs and wishes that our facilities improvement and expansion policy is based. In 2015 as in previous years, the passenger has been right at the centre of the many projects we are proud to have carried out.

Robert DEILLON
Director General





2015 confirms Genève Aéroport's strong economic performance

Genève Aéroport ended financial year 2015 with a turnover of CHF 423.7 million and a profit of CHF 74.6 million. The adaptation and modernisation of the airport's facilities continued during the year and were reflected by historically high investment of CHF 112 million.

In 2015 Genève Aéroport invested some CHF 112 million in developing, modernising and improving its facilities. The airport continued its investment strategy without increasing its outstanding debt, which remained stable at CHF 225 million.

Genève Aéroport's turnover of CHF 423.7 million was 4.9% higher than in financial year 2014. While this was good, the airport's profit of CHF 74.6 million was down 15.6% on the year before. The significant dip was due to including an exceptional pension cost of CHF 10.1 million (see box). This confirms that for several years the financial results were incorrect because of external accounting-related factors not reflecting Genève Aéroport's real financial performance (IAS 19 standard, amendment to the pension fund).



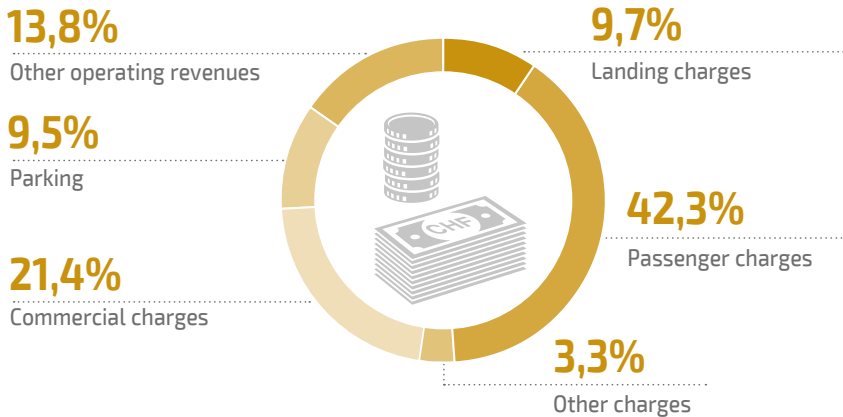
Passenger growth is the main reason for fast-growing revenues, the airport in recent years managing to maintain EBITDA (earnings before interest, taxes, depreciation and amortisation) at the high level required to fund modernisation works.

Aviation revenue up

Revenue from aviation activities once again grew faster than non-aviation revenue. This therefore raised the share of aviation revenue from 53.8% in 2014 to 55.2% in 2015.

The year's 7.8% growth in aviation revenue can be explained primarily by a 'volume' effect. Genève Aéroport's passenger traffic increased by 4.1% in 2015. The rise in aviation revenue is therefore due to the 'fare' effect brought about by higher airport charges. The passenger charge (raised in 2014 by CHF 1.40 per departing passenger, and then by CHF 0.50 in January 2015) generated additional

Breakdown of the airport's revenues in 2015



Aeronautical revenues
55,2%

Non-aeronautical revenues
44,8%

All percentages in this report are rounded to one decimal



revenue of CHF 6.6 million. Landing fee revenue, up CHF 2.2 million (+5.8%), also benefited from the fare effect by CHF 0.9 million.

Given the sharp decline in general aviation traffic at the airport, parking fee revenue should have fallen. However this did not happen as Genève Aéroport revised its fee calculation model for scheduled and charter aviation operated in April 2014. Following this change, revenue increased by CHF 0.6 million.

Non-aviation revenue stable

The sharp rise in aviation revenue greatly affects Genève Aéroport's income structure and confirms that there is no longer an automatic correlation between increasing traffic and rising commercial revenue.

The strong Swiss franc and the large fall in visits to Genève Aéroport by Russian customers had an impact on shop sales. In the terminal, shop and

restaurant renovation works in 2015 also adversely affected retail performance. However the airport's commercial activity demonstrated strong resilience and achieved profits CHF 0.7 million (+0.8%) higher than in 2014. This is due in large part to the profits made by catering outlets, whose modernisation was carried out after the reallocation of concessions.

Affected by construction works requiring the temporary closure of certain parking areas, parking revenue fell by 0.9%. Property income slightly declined (-0.6%).

Changes

In 2015 Genève Aéroport's numerous renovation, improvement and expansion projects brought several changes in the management and operation of projects, which need highly experienced and skilled employees. Many high-value jobs were created, while the overall development of the airport required the strengthening of some conventional activities. The year also saw an exceptional pension cost of CHF 10.1 million, reflecting the Federal Court's judgement in the 'CIA appeal' case (see box). As a result, personnel costs increased by CHF 20.7 million in 2015, or 16.6% more than in 2014. Operating costs rose by CHF 8 million (+6.9%) but were carefully

controlled and remained 5.1% below budget forecasts.

'Environmentally' yours

Changed rates in Genève Aéroport's noise surcharge model, based on aircraft operations in April 2014, generated a CHF 0.7 million, or 18.4%, rise in revenue and will enable the airport to continue its planned expenditure.



(see following page 10)

Financial statements

Balance sheet to 31 December 2015

	2014 CHF	2015 CHF
ASSETS		
Liquid assets	18'362'178	31'177'063
Client debts	49'996'041	49'149'182
Asset adjustments and various debts	9'453'298	10'515'006
Total assets in circulation	77'811'517	90'841'251
Fixed assets	764'993'094	810'595'871
Other fixed assets	2'079'720	1'149'376
Total non-current assets	767'072'814	811'745'247
Total assets	844'884'331	902'586'498
LIABILITIES AND EQUITY CAPITAL		
Suppliers and other creditors	22'748'383	29'850'610
Liability adjustments	11'454'525	11'751'687
Current share loans and other debts	1'612'676	1'377'734
Derived financial instruments	20'673'767	20'507'329
Total current liabilities	56'489'351	63'487'360
Loans and non-current debts	252'471'313	251'079'121
Non-current provisions	13'140'000	13'140'000
Pension obligations	331'402'384	397'193'384
Total non-current liabilities	597'013'697	661'412'505
Equity capital		
Environmental funds	9'790'828	9'879'360
Group reserves	93'254'609	93'225'933
Group profit	88'335'846	74'581'340
Total equity capital	191'381'283	177'686'633
Total liabilities and equity capital	844'884'331	902'586'498

Profit and loss account 2015

	2014 CHF	2015 CHF
INCOME		
Airport fees		
Landing fees	38'721'939	40'954'378
Passenger fees	165'813'765	179'368'835
Other fees	12'656'627	13'763'097
	217'192'331	234'086'310
Operational income		
Rent and land rights	20'936'304	20'807'196
Commercial fees	89'977'584	90'725'419
Parkings	40'769'333	40'385'528
Rental charges passed on	9'352'211	9'346'347
Centralised facilities revenue	17'506'140	18'037'321
Other operational revenue	8'072'696	10'300'140
	186'614'268	189'601'951
Total income	403'806'599	423'688'261
COSTS		
Personnel		
Salaries and allowances	-87'165'596	-92'528'363
Social insurance, sickness and accident	-10'918'946	-12'973'578
Other personnel costs	-4'230'690	-6'245'848
Employer pension contributions	-10'309'186	-11'862'153
Pension obligation	-8'440'000	-11'229'000
Change of pension plan	-3'235'000	-10'134'000
	-124'299'418	-144'972'942
Operating expenses		
Energy, maintenance and rental	-47'007'816	-46'946'018
Goods	-4'660'084	-5'700'660
Fees, supply of services and sub-contracting	-37'352'517	-38'257'355
Security and surveillance outsourcing	-19'708'722	-24'294'088
Police expenses for ground security	-4'149'810	-5'285'789
Other operating expenses	-8'064'222	-8'455'347
	-120'943'171	-128'939'257
Environmental funds levy	469'826	-88'532
Operational profit before amortisation, interest	159'033'836	149'687'530
Amortisation on investments		
Amortisation on tangible assets	-63'073'439	-66'636'998
Amortisation on rights of use	-999'910	-1'082'763
	-64'073'349	-67'719'761
Operational profit	94'960'487	81'967'769
Income from interest	42'758	4'316
Interest charges	-6'667'399	-7'390'745
	-6'624'641	-7'386'429
Net profit	88'335'846	74'581'340

Key figures

in million CHF

	2014	2015
Net revenue	403,8	423,7
EBITDA	159,0	149,7
Net profit	88,3	74,6
Operating cashflow	158,6	178,3
Investment cashflow	110,1	112,2
Net debt	235,7	221,3

Ratios

	2014	2015
Profit margin	39,4%	35,3%
Net margin	21,9%	17,6%
Operating cashflow / investment cashflow	144,1%	158,9%
EBITDA / net debt	67,5%	67,6%

Main indicators

	2010	2011	2012	2013	2014	2015
Turnover	322,7	344,8	364,2	376,3	403,8	423,7
Net profit	48,9	64,6	66,5	91,6	88,3	74,6
Profit paid to the State	24,4	32,3	33,3	45,8	44,2	37,3
Surface rights	5,0	5,0	4,9	5,0	5,0	5,0
Investment cashflow	50,8	66,9	97,6	121,4	110,1	112,2
Passengers	11,9	13,1	13,9	14,4	15,2	15,7

All figures are in CHF million

A pension... unpredictable

Genève Aéroport's CHF 74.6 million profit in the financial year 2015 takes into account an exceptional pension cost of CHF 10.1 million. This corresponds to the impact on profit of the Federal Court's judgement of 7 September 2015 in the 'CIA appeal' case (named after the airport's former Canton of Geneva public teachers' and civil servants' pension fund). This fund has since merged with the CEH (Canton of Geneva public medical institutions staff pension fund) to become the State of Geneva pension fund.

In 2015 and for the fourth year, Genève Aéroport experienced exceptional and significant variations brought by its pension fund.

Photographic main thread

Genève Aéroport was lively in 2015!

Suitcase curling, a paper aeroplane competition, a flashmob to welcome you to Geneva? Throughout the year, Genève Aéroport organised some extraordinary events to create distinctive experiences for passengers and bring extra liveliness and warmth.



Genève Aéroport@GeneveAeroport

Paper aeroplane, Friday 3 July 2015



↩ 24 ↗ 14 ❤ 103 ⋮

Travelling on a Friday? The child in you will develop your creative talents through our paper aeroplane competition! We hand out lots of prizes for the most accurate!

#contests #paperaeroplane #GeneveAeroport





Geneva's connectivity continually improves

The quality of Genève Aéroport's air services improved further in 2015. During the year more than 140 destinations were served by scheduled direct flights. As in most previous years, the increase in the number of aircraft movements was much smaller than the growth in passenger numbers.

In 2015 Genève Aéroport welcomed almost 15.8 million passengers. Traffic increased by 4.1% during the year, compared with an average rise of 5% at airports in Europe and 3.2% at Zurich. Meanwhile the number of aircraft movements rose by only 0.7%.

An exact total of 15,771,271 passengers used Genève Aéroport's facilities in 2015. The rise came principally from scheduled traffic (+4.9%), while charter activity continued to decline sharply (-39.1%), due mainly to the core charter client base switching to low-cost airlines. The charter sector now accounts for only 1% of passengers carried.

In terms of aircraft movements (take-offs and landings), commercial traffic saw a very modest rise of 1.16%. This decorelation between increased air traffic and aircraft movements is due to the increased size of aircraft used and optimisation of their load factors. Non-commercial traffic (such as private and state flights) decreased significantly, falling by 3.7% between 2014 and 2015. This activity now represents less than 10% of the airport's total movements.

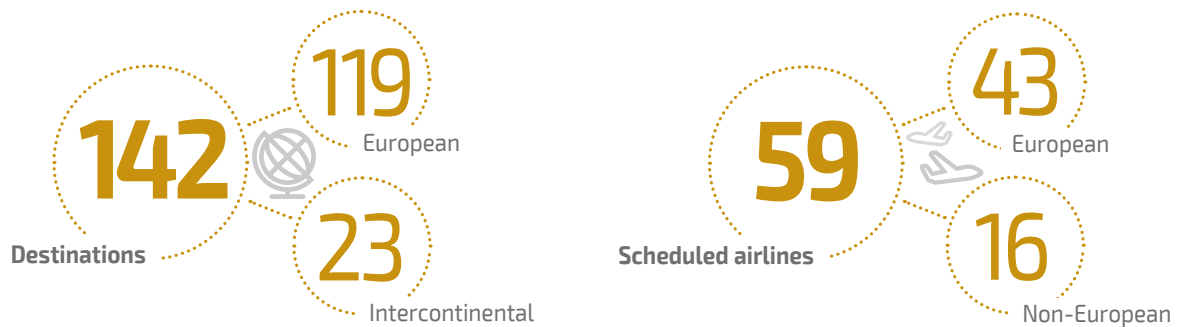
Even if winter is still busy with the arrival of skiers, traffic seasonality is gradually changing. Therefore, in 2015 and for the first time, July saw the greatest activity, with nearly 1.5 million passengers (1,490,470). March - traditionally the airport's record month - came second, followed by August.

easyJet slightly up, SWISS more stable

In terms of market share, the low-cost airline easyJet further slightly strengthened its leading position, with 43.2% of scheduled traffic. SWISS came second, remaining stable at around 15%, 2015 being rather a year of consolidation for Switzerland's flag carrier. The ranking of the top 10 airlines changed little overall, still being occupied by the major carriers of the main European markets. These were British Airways (4.7% market share), Air France (4.6%) and Lufthansa (3.8%), followed by KLM, Brussels Airlines, TAP Portugal, Iberia and Turkish Airlines.

In all the easyJet group (flights operated by easyJet Switzerland and easyJet plc) carried more than 6.7 million passengers, which was a rise of 8.4% over the

Air services (scheduled flights)



previous year and almost twice average traffic growth. This strong performance was due mainly to the launch of flights to new destinations and strengthened services on several routes.

SWISS saw a slightly smaller rise than the average growth at Genève Aéroport, with 3.3% more passengers (totalling 2,322,991).

In all during 2015, more than 9 million passengers (arriving and departing) were carried by the airport's two main airlines.

Large variations between airlines

At Genève Aéroport, airline results in 2015 were very mixed, and particularly among the major flag carriers. While some saw large gains, such as Iberia and British Airways (up 8% and 6.5% respectively), others such as Air France, KLM and Lufthansa stayed the same and some such as TAP Portugal experienced significant falls.

Due to the start of services to new destinations from Genève Aéroport, the low-cost airline Wizz Air saw its traffic increase by 117%. Other airlines also experienced significant rises as a result of their expanded air services. This was the case with Pegasus Airlines (+69%), Aegean Airlines (+43%), LOT Polish Airlines (+35%), Ukraine International Airlines (+23%), Tarom (+19%) and Alitalia (+17%). Airlines operating long-haul flights managed broadly sta-

ble results in 2015, due primarily to the slowdown of tourism to Switzerland.

Looking at the breakdown by airline alliance, market shares remained unchanged with: 30% for Star Alliance (which includes Lufthansa, SWISS, Air Canada, Austrian Airlines, Brussels Airlines, Turkish Airlines and United Airlines); 10% for SkyTeam (including Air France, KLM, Alitalia and Aeroflot); and 8% for oneworld (including British Airways, Iberia, Finnair and Qatar Airways). The low-cost sector (easyJet and carriers such as Wizz Air, Vueling Airlines and Norwegian) expanded slightly to reach 47% of the market.

Growth to the east and south

In 2015 the overall rise in traffic was driven mainly by the European market (+5.4%), which still accounts for 90% of all Genève Aéroport passenger traffic. Several countries of central and eastern Europe benefited from strengthened services that produced above-average rises in traffic: Romania (+55%), Poland (+45%) and Ukraine (+23%). This was also the case with Austria (+33%), because of a new low-cost service between Geneva and Vienna.

Mediterranean leisure destinations were once again a growth area, while the geopolitical environment still proved unfavourable for more distant destinations. Therefore Turkey (+18%) and Greece (+16%) greatly benefited from customers switching, as well as



– to a lesser extent – Italy (+14%) and Spain (+10%). The rise in traffic to Ireland (+19%) can be explained by the arrival of a second airline in 2015, with SWISS emerging in the wake of Irish flag carrier Aer Lingus.

Unlike all the positive developments in Genève Aéroport's European market, the long-haul market did not have a particularly significant year in 2015. Some foreign tourists, affected by a weak economic climate and unfavourable exchange rates, chose to stay away from Switzerland. Passenger traffic to Asia and the Middle East remained broadly stable (+0.4%), but traffic from and to North America declined slightly (-2.8%). The number of passengers travelling to north Africa increased fairly slowly (+3%), despite a strong rise in traffic to Algeria following the arrival of SWISS.

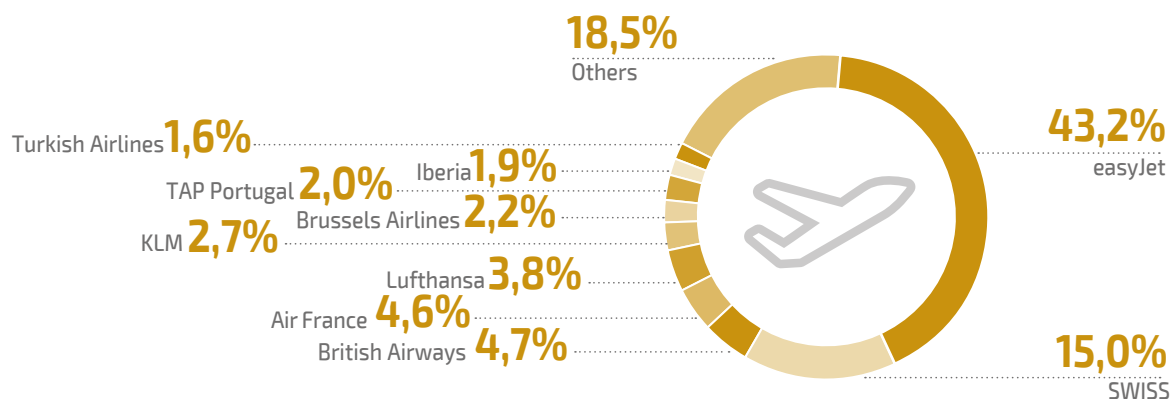
In 2015 London remained by far the most popular destination, with 2.3 million passengers travelling between Genève Aéroport and six London airports. Traffic to Paris surpassed the one

Scheduled traffic by destination (Including transit passengers)

Destinations	Passengers	Variation 2015/2014	Destinations	Passengers	Variation 2015/2014	Destinations	Passengers	Variation 2015/2014
AFRICA	377'898	+3,0%	Bastia	24'312	-10,4%	Faro	28'552	+21,3%
Algeria	42'974	+43,5%	Biarritz	10'972	+29,4%	Lisbon	524'177	+3,8%
Algiers	42'974	+43,5%	Bordeaux	194'181	+4,9%	Porto	535'400	+9,3%
Egypt	60'602	+4,4%	Calvi	2'639	+208,7%	Romania	82'908	+55,4%
Cairo	42'841	-2,6%	Figari*	9'408	-	Bucharest	55'766	+6,3%
Hurghada	17'761	+26,1%	La Rochelle	11'705	+117,7%	Cluj-Napoca	27'142	>1000,0%
Morocco	197'705	+7,9%	Lille	58'940	-3,5%	Russia	248'846	-23,4%
Casablanca	73'957	-11,3%	Marseille	1'675	-83,9%	Moscow-Domodovo	78'619	-42,4%
Marrakech	123'748	+23,9%	Nantes	175'727	+10,8%	Moscow-Sheremetyevo	162'461	-2,4%
Tunisia	76'617	-20,0%	Nice	410'395	-0,7%	St Petersburg	7'766	-64,5%
Djerba	17'995	-19,5%	Paris-Charles de Gaulle	711'741	+2,3%	Serbia	63'904	-4,0%
Monastir	4'742	-33,4%	Paris-Orly	297'459	+4,5%	Belgrade	63'904	-4,0%
Tunis	53'880	-18,8%	Toulouse	93'525	+1,1%	Spain	1'717'735	+9,5%
AMERICA	420'990	-2,8%	Germany	937'372	+5,9%	Alicante	104'068	+8,4%
Canada	122'474	-0,1%	Berlin-Schönefeld	184'208	+1,0%	Barcelona	559'615	+18,5%
Montreal	122'474	-0,1%	Düsseldorf	69'564	-10,3%	Bilbao	19'258	+27,4%
United States	298'516	-3,8%	Frankfurt	382'232	+2,5%	Ibiza	39'342	+32,1%
New York-JFK	125'663	-1,9%	Hamburg	95'712	+95,2%	Madrid	509'315	+1,9%
New York-Newark	93'373	-4,4%	Leipzig	133	-96,0%	Mahon*	4'233	-
Washington	79'480	-6,0%	Munich	205'523	+2,7%	Malaga	162'504	+3,3%
ASIA & MIDDLE EAST	696'033	+0,4%	Greece	284'670	+16,1%	Oviedo	5'125	-4,6%
Azerbaijan	1'221	-41,8%	Athens	192'710	+1,7%	Palma de Mallorca	149'047	-0,9%
Bakou	1'221	-41,8%	Corfu	5'777	+42,9%	Santiago de Compostela	84'465	+17,2%
China	55'433	+2,0%	Heraklion	46'321	+29,4%	Seville	40'281	+1,9%
Beijing	55'433	+2,0%	Mykonos	18'816	+19,7%	Tenerife	24'762	-0,4%
Israel	133'022	+2,4%	Rhodes*	5'589	-	Valencia	15'720	+168,5%
Tel Aviv	133'022	+2,4%	Santorini*	10'657	-	Sweden	149'775	-9,5%
Jordan	12'463	-18,8%	Thessaloniki*	2'777	-	Gothenburg	4'729	+14,0%
Amman	12'463	-18,8%	Zante*	2'023	-	Stockholm	145'046	-10,1%
Kuwait	7'732	-3,8%	Hungary	100'768	+1,7%	Switzerland	562'793	+9,3%
Kuwait	7'732	-3,8%	Budapest	100'768	+1,7%	Lugano	53'629	+64,2%
Lebanon	60'226	+4,8%	Iceland	34'404	+143,7%	Zurich	509'164	+5,6%
Beirut	60'226	+4,8%	Reykjavik	34'404	+143,7%	Turkey	320'029	+18,0%
Qatar	66'452	-2,8%	Ireland	123'862	+19,0%	Ankara*	1'834	-
Doha	66'452	-2,8%	Cork	2'808	-3,9%	Antalya	22'450	+94,2%
Saudi Arabia	53'327	-4,0%	Dublin	121'054	+19,7%	Izmir*	1'460	-
Jeddah	27'112	-8,6%	Italy	812'646	+14,1%	Istanbul-Ataturk	239'040	+2,4%
Riyadh	26'215	+1,1%	Bologna*	20'356	-	Istanbul-Sabiha Gökçen	55'245	+109,5%
United Arab Emirates	306'157	+1,4%	Brindisi	67'742	+21,4%	Ukraine	57'338	+23,4%
Abu Dhabi	113'468	+0,7%	Cagliari	26'083	+22,3%	Kiev	57'338	+23,4%
Dubai	192'689	+1,9%	Catania	84'390	+2,3%	United Kingdom	3'226'235	+2,9%
EUROPE	14'038'431	+5,4%	Florence	38'388	+107,8%	Aberdeen	4'346	+646,7%
Austria	210'574	+33,3%	Milan-Malpensa	112	-44,3%	Belfast	25'227	-1,7%
Vienna	210'574	+33,3%	Naples	82'576	+25,9%	Birmingham	53'191	+10,2%
Belarus	9'521	+6,7%	Olbia	50'904	+3,4%	Bournemouth	24'566	-2,4%
Minsk	9'521	+6,7%	Palermo*	13'717	-	Bristol	199'398	+9,5%
Belgium	578'853	+4,6%	Rome-Ciampino*	10'192	-	Cardiff	2'137	+41,4%
Antwerp*	12'829	-	Rome-Fiumicino	327'510	-5,3%	East Midlands	4'613	+17,0%
Brussels	566'024	+2,3%	Venice	90'676	+24,0%	Edinburgh	150'486	+6,8%
Bosnia-Herzegovina	6'769	-	Kosovo	91'489	+10,5%	Exeter	2'181	-10,8%
Sarajevo*	6'769	-	Pristina	91'489	+10,5%	Glasgow	13'163	-1,9%
Bulgaria	12'402	-	Luxembourg	49'914	-1,8%	Inverness	1'621	+5,5%
Sofia*	12'402	-	Luxembourg	49'914	-1,8%	Isle of Man	2'025	-12,3%
Croatia	48'681	+5,1%	Macedonia	7'192	-	Jersey	5'251	-28,8%
Dubrovnik	16'281	-7,6%	Skopje*	7'192	-	Leeds Bradford	40'330	-2,1%
Split	32'400	+12,8%	Malta	10'206	-11,4%	Liverpool	132'136	-1,3%
Czech Republic	66'342	-9,1%	Malta	10'206	-11,4%	London-City	176'554	-1,2%
Prague	66'342	-9,1%	Netherlands	653'595	+0,2%	London-Gatwick	790'875	+5,9%
Denmark	243'449	-9,6%	Amsterdam	645'928	+1,6%	London-Heathrow	1'010'822	+0,4%
Copenhagen	243'449	-9,6%	Rotterdam	7'667	-54,2%	London-Luton	264'690	+1,9%
Finland	88'209	-12,2%	Norway	44'593	-2,4%	London-Southend	26'850	-56,5%
Helsinki	88'209	-12,2%	Oslo	44'593	-2,4%	London-Stansted	58'907	+1,7%
France	2'042'059	+2,9%	Poland	63'169	+45,4%	Manchester	170'317	+12,1%
Ajaccio	39'380	-4,5%	Warsaw	63'169	+45,4%	Newcastle	57'216	+100,5%
			Portugal	1'088'129	+6,9%	Southampton	9'333	-35,2%

* New destination

Market share 2015 (scheduled traffic)



million mark with a total of 1,009,200 passengers. The other cities in the airport's 'top 10' were Amsterdam, Brussels, Barcelona, Porto, Lisbon, Madrid, Zurich and Nice, but in a slightly different order than in 2014.

Continuing substantial air services

The connectivity of Geneva, which has no more than 500,000 inhabitants, is particularly strong when compared with other cities of a similar size. Air services from Geneva, relative to the size of its airport, are also exceptional. Throughout 2015, 142 destinations were served by scheduled flights (seasonal or year round), including 23 located on other continents (North America, Africa and Asia). Almost 60 scheduled airlines operated at Genève Aéroport in 2015, including 16 non-European carriers.

At intercontinental level, services remained very successful in 2015 to North America (four daily flights), the Gulf (three flights daily) and China (direct link with Beijing since 2013). Services to north Africa and the Middle East stayed virtually unchanged during the year, except for the arrival of SWISS on the Geneva-Algiers route with three flights a week.

New tourism markets

In 2015 the intra-European air network grew considerably, particularly with the strong qualitative growth in the ser-

vices of SWISS. As part of its strategic redeployment in western Switzerland, the country's flag carrier added no less than 10 new destinations to its Geneva network.

These new routes, designed to supplement services to the major European capitals, are aimed at tourism and ethnic markets from established communities in the region. Therefore in summer 2015 SWISS launched new links to Florence (four times a week), Sarajevo (twice weekly), Valencia (twice weekly), Skopje (twice weekly), Dublin (four times a week) and Algiers (three times a week). SWISS also provided seasonal services to Calvi, Palermo, Thessaloniki and Zante (Zakynthos). In addition the airline launched Geneva-Lugano services in the summer, competing on the route with Etihad Regional. With all these new services, SWISS has continued to develop its Geneva base with services to more than 40 destinations.

Not to be outdone, in 2015 easyJet launched services on five new routes to southern European countries: Bologna and Palermo in Italy, Mahon (Menorca) in the Balearic Islands, Figari in Corsica and the island of Santorini in Greece. In all the easyJet network served more than 70 destinations from Geneva, either seasonally or throughout 2015. The year was therefore marked by greater competition between Genève Aéroport's top two airline clients, with several destinations now being served by both easyJet and SWISS.



Arrival of new carriers

The development of services by new low-cost airlines was welcomed by the airport authorities as part of its partner diversification. The Spanish airline Vueling (belonging to the holding company IAG, which also owns British Airways and Iberia) was a new arrival at Genève Aéroport in 2015. A five times weekly link to Barcelona was launched in March, and then expanded into a daily service, and is operated by an Airbus A320 with 180 seats.

In October the low-cost airline Wizz Air, already serving Bucharest and Cluj-Napoca launched a twice-weekly service to Sofia and Warsaw. Using an A320 on its routes out of Geneva, Wizz Air offers an interesting range of destinations in central Europe.

British Airways resumed flights to London-City in September 2015, providing 18 flights a week with an Embraer E-Jet, and in competition with SWISS. In January Belgian carrier VLM Airlines launched a twice-daily service between Geneva and Antwerp, the largest city in Flanders.

(see following page 18)

Total overall traffic 2015

	2014	2015	Variation 2015 / 2014		2014	2015	Variation 2015 / 2014
Passengers				Movements			
Scheduled traffic	14'811'394	15'533'352	+4,9%	Scheduled traffic	140'619	144'551	+2,8%
Charter traffic	258'033	157'169	-39,1%	Charter traffic	3'867	3'013	-22,1%
Total scheduled & charter	15'069'427	15'690'521	+4,1%	Total scheduled & charter	144'486	147'564	+2,1%
Taxi, medical	48'638	45'861	-5,7%	Taxi, medical	23'927	22'795	-4,7%
Total commercial traffic	15'118'065	15'736'382	+4,1%	Total commercial traffic	168'413	170'359	+1,2%
Total non-commercial traffic	34'850	34'889	+0,1%	Total non-commercial traffic	19'183	18'470	-3,7%
Total overall traffic	15'152'915	15'771'271	+4,1%	Total overall traffic	187'596	188'829	+0,7%

Scheduled traffic 2015 by airline (transit excluded)

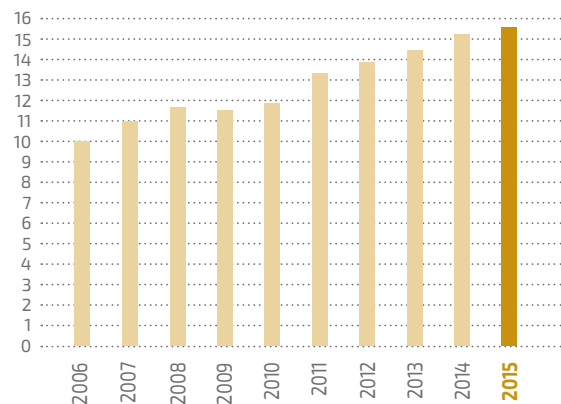
Compagnies	Passengers	Variation 2015/2014			
Aegean Airlines	73'290	+42,5%	KLM	419'511	+0,5%
Aer Lingus	102'226	-1,7%	Kuwait Airways	7'732	-3,8%
Aeroflot	162'461	-2,4%	LOT Polish Airlines	58'699	+35,1%
Air Algérie	30'441	+1,6%	Lufthansa	587'755	-0,7%
Air Canada	122'474	-0,1%	Luxair	49'901	-1,8%
Air China	55'433	+2,0%	Middle East Airlines	60'226	+4,8%
Air France	711'740	+2,3%	Monarch*	3'846	-
Air Malta	10'206	-11,4%	Norwegian	42'237	-12,8%
Alitalia	104'947	+17,4%	Pegasus Airlines	63'370	+68,7%
Austrian Airlines	154'994	+2,8%	Qatar Airways	66'452	-2,8%
Azerbaijan Airlines	1'221	-41,8%	Rossiya	2'813	+1,6%
Belavia	9'521	+6,7%	Royal Air Maroc	72'322	-11,9%
Blue Islands	3'210	-43,6%	Royal Jordanian	10'092	-19,3%
British Airways	723'126	+6,5%	SAS Scandinavian Airlines	172'942	-16,4%
Brussels Airlines	337'389	-3,1%	Saudi Arabian	53'327	-4,0%
easyJet	6'717'088	+8,4%	Sun Express*	14'325	-
Edelweiss Air	6'819	-43,2%	SWISS	2'322'991	+3,3%
Égyptair	42'841	-2,6%	TAP Portugal	314'300	-12,5%
EL AL	54'849	+4,7%	Tarom	19'498	+19,3%
Emirates	192'689	+1,9%	Thomas Cook	15'612	+94,3%
Etihad Airways	113'468	+0,7%	Transavia Airlines	7'667	-54,2%
Etihad Regional (Darwin)	125'720	-27,2%	Tunisair	76'489	-20,8%
Finnair	88'209	-10,9%	Turkish Airlines	242'334	+3,8%
Flybe	19'338	-19,0%	Twin Jet	61	-97,4%
Germania*	3'513	-	Ukraine International	57'338	+23,4%
Germanwings/Eurowings	123'396	+24,0%	United Airlines	172'850	-5,2%
HOP	4'755	-29,0%	VLM*	12'829	-
Iberia	290'470	+8,0%	Vueling Airlines	79'326	+575,3%
Icelandair	9'668	-0,9	Wizz Air	80'147	+116,9%
Jet2	46'462	+5,3%	Total	15'528'956	

* New airline

	2014	2015	Variation 2015/2014
Freight (tonnes)			
Scheduled traffic	38'794	35'035	-9,7%
Charter traffic	10'511	10'995	+4,6%
Airlifted airfreight	49'305	46'030	-6,6%
Trucked airfreight	23'216	18'986	-18,2%
Total airfreight	72'521	65'016	-10,3%
Postal freight	6'412	5'402	-15,8%
Total airfreight & post	78'933	70'418	-10,8%

Traffic evolution

Passengers (million)

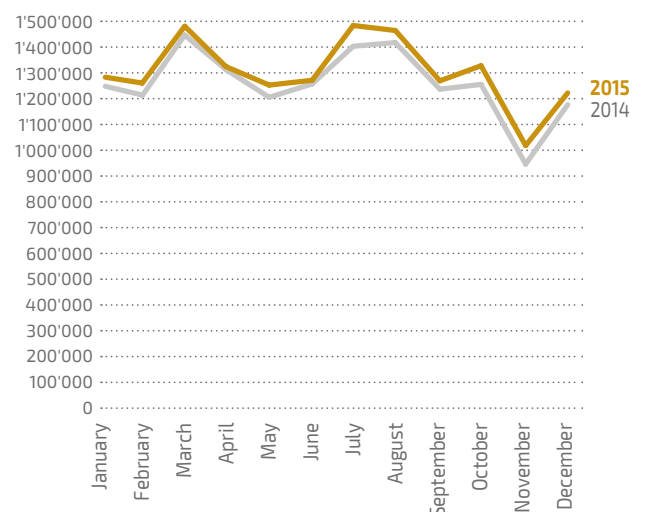


Top 20 destinations

(scheduled traffic)

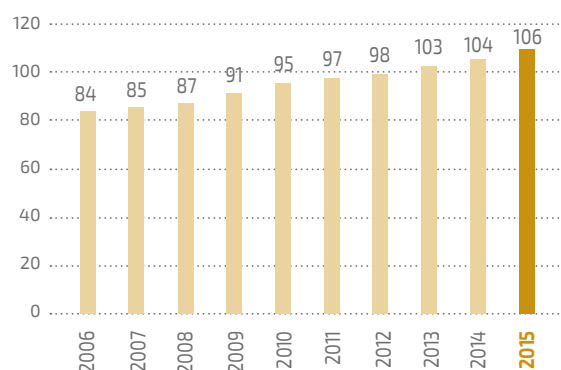
City	Passengers
1. London	2'328'698
2. Paris	1'009'200
3. Amsterdam	645'928
4. Brussels	566'024
5. Barcelona	559'615
6. Porto	535'400
7. Lisbon	524'177
8. Madrid	509'315
9. Zurich	509'164
10. Nice	410'395
11. Frankfurt	382'232
12. Rome	337'702
13. Istanbul	294'285
14. Copenhagen	243'449
15. Moscow	241'080
16. New York	219'036
17. Vienna	210'574
18. Munich	205'523
19. Bristol	199'398
20. Bordeaux	194'181

Monthly traffic evolution

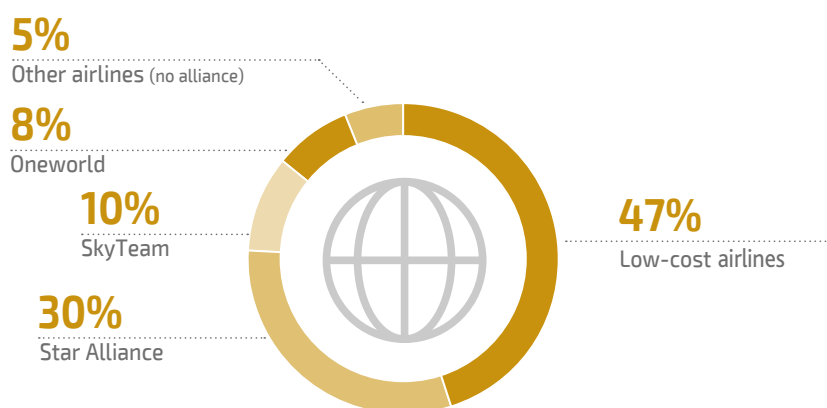


Passengers per movement evolution

Passengers / movement (scheduled and charter)



Market share by alliance



Aegean Airlines, present at Geneva for only two years, launched new weekly flights to Heraklion (Crete) and Rhodes, while increasing its Athens frequencies to five times weekly.

Air cargo slowdown

Unlike in previous years, in 2015 Genève Aéroport's cargo activity declined by 10.3% to 65,016 tonnes handled. This fall, applying mainly to transfer cargo, is explained by increased processing capacities provided at other competing airports. Imported and exported volumes remained at encouraging levels. The weakening of the business climate and regional economic conditions also had a negative impact on air cargo activity. Despite these factors, the integrator sector (express mail) held up well with moderate growth of 3%.

In 2015 Etihad, SWISS and Emirates remained the top three cargo transporters at Genève Aéroport, followed by Air China and Lufthansa. DHL consolidated its leading position as the airport's leading integrator, ahead of TNT and UPS.

The number of people employed in the freight hall exceeded the 1,000 mark again, indicating a positive trend in activities for the future. The year also saw the completion and launch of major projects to improve cargo handling at Genève Aéroport. This was particularly the case in the high-value goods sector that is becoming dominant at the airport.

GVA Free WiFi 



The tango, Thursday 3 December 2015



 112 likes

Let go to the sound of the accordion, with a few steps of tango in the boarding lounges.

#tango #accordion #gate #GeneveAeroport





Passenger (e)services

Genève Aéroport offers significant assistance to its passengers well before they arrive at the airport. It provides several e-services that enable passengers to prepare better ahead of their flights. As a result they arrive at the airport relaxed and are pleasantly greeted by terminal-based customer service agents there and keen to help.

E-services

Genève Aéroport increasingly enables passengers to prepare the various air travel formalities at home using e-services. By simply visiting the airport's website up to a day before their flights, passengers can choose to book their parking and buy a priority pass for the security control and / or access to a lounge.

In 2015 these services proved highly popular with passengers. Car parks P1 (20.- / reservation) and P26 (10.-) saw almost 13,000 online reservations: 5,099 for P1 (up 9% on 2014) and 7,774 for P26 (+12%). Some 30,000 priority passes (+22%) were bought during the year. The growth of these services raised their turnover by 15%, with 54% of this coming from the purchase of priority passes.

Check-in

An automatic baggage check-in service for SWISS passengers and Star Alliance-affiliated airlines is also available (self bag drop).

In addition to this opportunity to check in baggage automatically, there are many other ways to check in. On the day before departure, passengers can go to the railway station and check in themselves and their baggage. They are then free to arrive at Genève Aéroport bag and hands free on departure day, carrying only the boarding pass they received the day before.

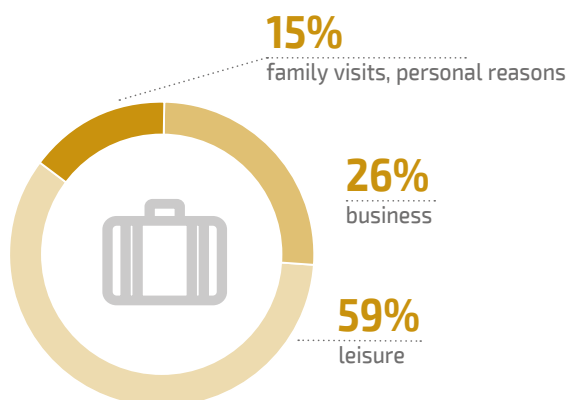
However passengers can also get their boarding passes by checking in online or directly at an e-terminal on arrival at the airport.

Genève Aéroport's check-in services, like those mentioned above, are part of a travel facilitation programme aimed equally at frequent and occasional passengers. They enable these passengers to plan for the various air travel formalities and so greatly reduce any agitation felt when check-in and security processes occur in immediate succession.

Frequency of travel



Motives for travel



Source: ASQ study (2,902 passengers surveyed in 2015)



GVApp

Genève Aéroport has also developed a searchable application that works well on smartphones (iPhone and Android), tablets and connected watches. The airport's application has proved highly popular and a great success among both passengers and technophiles, and in 2015 it won two awards.

Firstly, the 'Best of Swiss Apps' 2015 jury awarded gold for Genève Aéroport's application, and for its recent development on Apple Watch. The jury emphasised that it is 'an excellent application at all levels, showing the way forward for the future in its class'.

Secondly, the 'Best of Web' also awarded a prize for projects that have been particularly successful in representing complex content and applications so they can be used online intuitively and effectively ('usability / UX' category).

GVApp has almost 170,000 users (more than 125,000 on IOS and 45,000 on Android), of which three-quarters are from Switzerland. During 2015 Genève Aéroport sent more than 1.6 million notifications.

Users can follow all stages of their flights starting from the day before departure. They receive notifications showing check-in desk number, boarding time and gate, and expected arrival time. They can therefore monitor flight changes in real time.

New GVApp features planned for 2016 include geo-tracking while the passenger is at Genève Aéroport, boarding card scanning, and additional information on the airport's shops and other commercial services.

90 minutes of free wifi

Once at the airport, in 2015 passengers were able to connect to wifi free for 90 minutes, or 30 minutes more than in previous years (see Operations). Genève Aéroport passengers can access the airport's free wifi in three different ways: by scanning their boarding pass at an e-terminal, by presenting their passport at the arrivals-level Visitor's Center, or by receiving a code by SMS. The last of these is used by more than 80% of wifi users, followed far behind by boarding pass scanning (9%). The



connection is valid for six months and takes place automatically on a passenger's second visit to the airport.

GVA.ch

The successful gva.ch website is becoming even more popular. In 2015 almost 3.5 million unique visitors (separate computers) connected to Genève Aéroport's website. This represented 191,542 more people than in 2014.

Newsletter

The airport maintains virtual contact with its passengers by offering a free subscription to a monthly newsletter. This gives passengers information on Genève Aéroport and airline news, new services and retail developments. The airport's newsletter has more than 50,000 subscribers.

4'483

official reception operations

45

Prime ministers

252

Foreign ministers

73

Heads of state

1'744

Ministers

541

Royal families
(2nd degree)



The welcome at Genève Aéroport

All these pre-journey actions and options are available via the gva.ch website, GVApp or e-terminals in the airport terminal. However, for all this technology that empowers passengers and makes their journeys easier, the human touch remains essential. Terminal-based customer service agents, recognisable by their red polo tops with 'Information' on them, are therefore available to greet and assist passengers to the moment they depart the airport. The agents provide guidance and support to help get passengers to their check-in desks and make them comfortable moving around the terminal. They are also at the Visitor's Center desk to inform passengers arriving in Geneva. The airport has a total of 43 terminal agents who increase their presence in the charter season from December to April.

Other terminal customer service agents are available to assist passengers at three locations before the security con-

trol. Some of these staff help passengers to move to the right line of people and so balance the numbers arriving at the controls. They also hand out plastic bags for liquid contents. Other agents direct passengers to a particular screening machine, mainly to ensure that preparatory areas are always used efficiently and the lines freely flowing. Finally, further agents receive passengers in front of the screening machines and make sure they prepare correctly to pass through security.

Passengers are Genève Aéroport's primary concern. Whether the airport's assistance is virtual or real, everything is in place to help technophile and traditional passengers, frequent or occasional, and ensure pleasant departures and arrivals at the airport.

Official visits

Supporting the canton of Geneva and the Swiss confederation through the global influence and projection of International Geneva, Genève Aéroport carried out 4,483 official reception operations in 2015. This was 42 more than in 2014.

These operations included visits by 73 heads of state, 45 prime ministers, 252 foreign ministers, 1,744 ministers and 541 royal families.

The Lausanne Iranian nuclear programme negotiations, held between six world powers (USA, China, Russia, UK, France and Germany) and Iran,



generated vast choreographed diplomatic movements at Genève Aéroport. Similarly, the peace talks between the United Nations and the various participants of the war in Syria also involved many delegation receptions.



New developments on the menu at Genève Aéroport

Genève Aéroport's commercial revenue slightly increased in 2015, despite a difficult economic climate. During the year Genève Aéroport reorganised the management of its bars and catering outlets. Most of the new concessions are regional and Swiss operators that favour promoting, selling and using local products.

Genève Aéroport's financial results for 2015 showed revenue from the aviation sector at 55.2%, compared with 44.8% from the non-aviation sector. Some 21.4% of the airport's total income comes from commercial income from the various shops, sales outlets, car rental, display advertising and concession-operated services. Although this segment held up well (+0.8%, or around CHF 900,000 of additional revenue on a like-for-like basis), the strength of the Swiss franc and the reduced number of customers from Russia had a significant impact on sales of luxury goods.

Reallocation

In 2015 Genève Aéroport's bars and catering outlets generated 15.1% of commercial income. During the year the airport focused on this significant part of airport revenue, bringing in some innovative concepts and new operators.

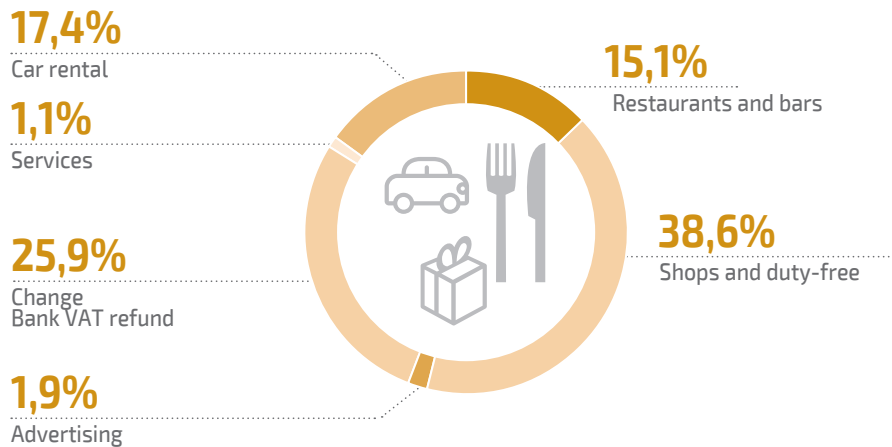
Following a tender procedure started in summer 2014, Genève Aéroport reorganised the management of its bars and catering outlets in March 2015. Some 22 bar and restaurant units (out of

almost 30), whose operation was put out to tender, were re-sited in several places and according to operational and logistical restrictions.

The terminal's most significant sites are the landside food court (Les Jardins de Genève and the Altitude restaurant), and the airside food court (La Cuisine and Swiss Sandwich Bar), previously operated by Select Service Partner and now assigned to Autogrill Suisse SA. with new concepts including an authentic artisanal bakery and showcasing local products and producers.



Concession turnover share by activity



New developments

The site that includes the units in the frontal boarding lounges and the west wing of the terminal (Swiss Coffee House, Arc-en-Ciel and Kimbo Café) was arranged around a Montreux Jazz Café, a Moleskine Café, combining product sales and snacks, and a street-food concept, in association with the Swiss group Caviar House & Airport Premium. Following the tender process the bars in the satellite terminals and the large-aircraft wing, and Swiss Chalet and The Hub 'N Co on the arrivals level, and the two retail outlets in the France sector, continued to be operated by Geneva-based Swiss Canonica. The Tekoe unit, also in arrivals, remained assigned to the original regional operator.

Other traditional brands, such as Martel and Swiss Chalet, refurbished their retail spaces and added outlets for take-away sales.



Quality and diversity

In the tender some 20 retail operators presented proposals that were generally of a high standard. The thorough process to choose the operators of outlets saw successful bids from several regional and Swiss organisations. The main taste of Switzerland themes (such as the Best of Switzerland and Best of Chocolate operations) were continued.

Genève Aéroport's firm place in French-speaking Switzerland is therefore assured even on the plates in its restaurants. The airport also pays particular attention to meeting its customers' wide-ranging requirements, in terms of both taste and pricing.

During the year the airport published a new restaurants and shopping brochure, which can be downloaded from its website, www.gva.ch

Other changes

Following a tender process, the bureau de change concession was awarded to Spanish company Global Exchange, which took over its management on 1 December.

The successful bid for the airport's traditional and digital promotional displays went to Geneva-based NeoAdvertising.

End of 2015, Genève Aéroport ended its partnership with CFF (Swiss Federal Railways) who resumed management of the airport station shops.

Genève Aéroport @GeneveAeroport



Flashmob

Saturday 5 December 2015

Discover the surprise event on Saturday 5 December 2015: a Genève Aéroport staff flashmob!



693K likes

12'800 ↗

Add a comment...

#surprise #GeneveAeroport #flashmob





The passenger: centre of attention

The passenger (pax) is the focus of all Genève Aéroport's operations, and the thread that connects every part of the site. A common synergy revolves around the passenger with the aim of constantly considering potential improvements at the airport. It is within this context that in 2015 the satisPAXion project was born.

Operations, the nerve centre of Genève Aéroport, formed a vast think-tank in 2015. This initiative brings together its strengths and aims to further improve the passenger's various steps on arrival at the airport. The programme is called satisPAXion.

Mirroring this constant thought about enhancing the passenger experience, 2015 saw a change in legislation that transferred Genève Aéroport's head of airfield function from its director general to its operations director. Implementation of the European Aviation Safety Agency's (EASA) new European regulation, as interpreted under Swiss law, has led Switzerland's Federal Office of Civil Aviation (FOCA) to decide that the head of airfield function now lies with the airport operator's COO (chief operations officer, or operations director) and not the CEO (chief executive officer, or director general).

Accordingly, Xavier Wohlschlag, Operations Director, was named chief of aerodrome and started on 1 October 2015. At the end of the European regulation, this function makes him the 'accountable manager' and as such 'the person in charge of monitoring airfield operations'. Xavier Wohlschlag's role includes enforcing standards of safety and secu-

urity, meeting FOCA requirements at the airfield and responding to the regulator. He has authority both at the airport and over all people and crews on aircraft at the airport. In addition he can, if deemed necessary, remove aviation licences or prohibit aircraft take-off.

He also evaluates the operational side of the airport and gives the green light for its full or partial operation.

Operations Director Xavier Wohlschlag leads four divisions at the airport: safety, security, operations and steering.

SatisPAXion: the passenger the focus of thought

During 2015 Genève Aéroport's various departments implemented satisPAXion. This initiative and process aims to review and continually improve the airport's flows and environment to meet the changing needs of clients and passengers. Involving Genève Aéroport and other major European airports, this qualitative survey covers ambiance, feeling of safety, cleanliness, connectivity, comfort of waiting and boarding lounges, staff behaviour, and audio and visual communication.

Genève Aéroport's goal is to attain the four out of five mark and so be among the first eight airports in this ranking (currently it scores 3.89).

Among measures taken by the airport in 2015, improving wifi connection is an important point. Free internet connection for 90 minutes is therefore possible in three ways: on a terminal via a passenger's boarding pass, by SMS or by visiting the reception desk. The airport's wifi network has enough capacity to remain stable even at very busy times.

Apart from qualitative studies to assess levels of passenger satisfaction while passing through Genève Aéroport, receiving fewer complaints is another useful indicative tool. Complaints about the airport's terminal amenities and cleanliness, connectivity, signage and comfort have declined significantly (see the 'security' section next).

The Children's Area, located on the mezzanine after passengers pass through the security checks, was visited by 11,682 small passengers in 2015. Sickbay services, in which the staff work to relieve passengers' health problems of varying severity, were used 6,768 times during the year and totalled over 4,000 hours of care.



After works lasting five years, airport refurbishment requiring the closure or restricted access to certain car parks, was completed in 2015. For passengers this meant the opening of all long- and short-stay car parks, and specifically the 'Kiss and Fly' drop-off area.

In addition to the renovations and creation of a new car park for airport staff (P27), in 2015 Genève Aéroport took steps to free up space for passengers. During the year staff therefore faced stricter regulations on access to parking places. Following the introduction of these tighter rules, 500 staff passes were issued and a total of 536 spaces in car parks P51 and P1 were reallocated to passengers.

Genève Aéroport also carried out a study of the origin of staff entitled to a pass, their place of work and their location in the various car parks. This will enable the airport to smooth flows of traffic and people, and avoid overcrowding in front of the terminal.

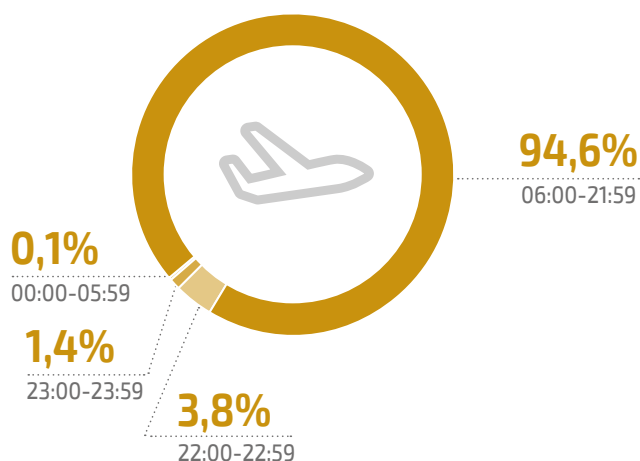
Security

At service organisation level, Genève Aéroport has a pool of five security duty managers. These key personnel are tasked with assisting and supplementing the head of division and his deputy. They increase management capacity and capability in meeting operational and other requirements, and enhancing the quality of services offered to passengers. In 2015, renovation work enabled

the airport to reconfigure its security controls. This new arrangement has improved the flow of passengers from the public area to the secure area. Following these measures, Genève Aéroport's passenger security control managed a 'fully satisfactory' rating for 12 consecutive months. This assessment shows that the average waiting time at the security checks was measured at less than five minutes throughout the year, and a dazzling 2 minutes 37 seconds in November 2015. The year also saw a marked fall (-50%) in the number of complaints about security-checks waiting time.

Genève Aéroport security also developed a project that anticipates and even avoids the need to remove shoes and belts before passengers pass through the security gate. This machine is in the form of a thin mat on which the passenger steps, and a detector placed at mid-height on the body. A red or green light indicates whether or not the passenger has to take off their shoes or remove their belt, avoiding possible going back and forth through the gate and speeding up passenger flow by 7%. The company Sedect SA, based in Gland in the canton of Vaud, obtained authorisation to create and produce this type of machine. In November 2016 Genève Aéroport will become the world's first airport to be equipped with this time-saving machine, in which other major airports have also shown interest.

Time distribution of movements



The bomb disposal service is called on average once a week because of unattended baggage. This type of alert, usually due to a passenger being distracted, has at least some impact on airport operations. It requires the closure and securing of the area, and calling in the Nedex (explosives neutralisation, removal and destruction) bomb disposal service. Though common, these alerts still caused great tension in the terminal at the end of the year, following the Paris attacks of 13 November. The airport experienced 42 Nedex alerts in 2015, or an average of 0.8 incidents a week.

Coordination

Operations established a coordination centre (CCO) in 2015 to continually improve passenger service in four key areas: safety, punctuality, overall system performance and the quality of passenger services. This programme, which aims for constant improvement in these four areas, will run until mid-2017 when there will be an update on the results obtained. This new procedure also improves links between the airport's various passenger-facing sectors.

Regarding punctuality, Genève Aéroport's aim is that at least 80% of flights are not delayed by more than 15 minutes on departure or arrival. In 2015 this target was unfortunately not quite reached (79.2% of departures and 79.6% of arrivals), the summer months and December accounting for the longest delays.

These results should be further improved from 15 December 2015, Genève Aéroport having implemented airport collaborative decision making (A-CDM). This tool sends real-time information to Eurocontrol on the readiness of an aircraft and its estimated take-off time. A-CDM therefore facilitates an overall view of traffic in European airspace and better foresees the consequences of a delay on an aircraft's route and on preparations for its arrival on the ground. It also benefits airports, airlines and the environment by reducing aircraft waiting time at the runway threshold, so cutting fuel consumption and exhaust and noise emissions.

Airside

During 2015 Genève Aéroport's snow clearance services worked on six days: 20 January, 30 January to 2 February, and 21 February. Moreover, following investment in snow clearance equipment (CHF 8 million in five years), the period of disruption to traffic for runway snow clearance has dropped from 30 to 25 minutes. The airport's ultimate aim is to cut this time further to 20 minutes. The testing and validation of new, even faster methods of runway snow clearance are underway in winter 2015-16.

Besides clearing snow, the airport checks the runway at least six times a day. In 2015 its work to scan the apron, taxiways and runway took a total of

around 7,000 hours. Rubber removal from the runway, necessary action after many aircraft tyre tracks were left there on landing, occurred on 14 nights in spring and autumn.

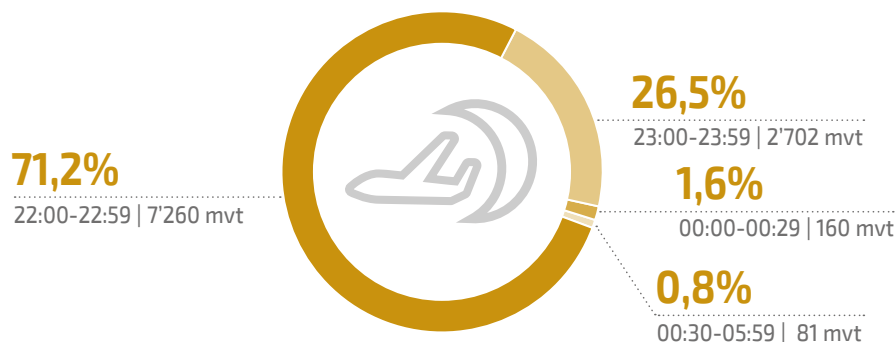
Genève Aéroport currently operates a fleet of 30 buses for passenger transport, including four new-generation buses entering service at the start of 2016. The airport transported a total of 4,446,587 passengers in 2015, or an average of just over 370,000 a month. The busiest periods were in winter, between January and March, with a peak of 464,625 people carried in March.

A second surface movement radar (SMR) was installed on the north side of the runway. It provides redundancy for the first SMR to overcome any faults. This equipment is used by air traffic



controllers, mainly to track and monitor aircraft and vehicle movements on the ground.

Time distribution of nocturnal movements



Safety

In terms of safety standards imposed by FOCA, Genève Aéroport meets or exceeds all the standards and appears to be an exemplary airport in this field. In 2016 it will be the first Swiss airport to gain EASA (European Aviation Safety Agency) certification among FOCA's five designated airports (Geneva, Zurich, Berne, St. Gallen and Lugano). This European certification takes precedence over international certification.

To meet safety standards, a 'disaster' exercise must be conducted every three years. Operations, and more particularly the airport's safety services, were requested for BUTEO. Taking place during the nights of 26 and 27 May 2015, this full-scale exercise was used to test the processes of engagement, leadership and coordination with many partners, including the cantonal facility OSIRIS (response organisation in exceptional situations). BUTEO used a scenario based on an aircraft crash on the threshold of runway 23. The exercise tested the formation and operation of the command post and advance medical post, with the additional constraint and challenge of a call home for reinforcement staff.

The Federal Office of Civil Aviation found that the general objectives of the BUTEO exercise were met and that it could therefore be considered a success. However FOCA deemed several improvements useful. The monitoring



and implementation of the identified measures will be carried out during 2016 by working groups organised by the theme managers, in collaboration with the PUR-GA (Genève Aéroport emergency plan) coordinator.

This exercise also helped to develop a care team based on the voluntary work of airport staff. Training is offered to give them the right responses and reflexes to support victims, families and friends who might be in a state of shock or traumatised. Technical training is also provided to familiarise staff with equipment to deal with seizures.

To increase safety on the apron, Genève Aéroport introduced a points-based permit system in 2015. The airport permit gives the holder 12 points. People who break the rules are likely to see this number cut and risk having to return to the classroom to get their points back. If nothing improves, serious offences may be sanctioned by permit withdrawal.

Airport Safety Service (SSA)

In 2015 Genève Aéroport's SSA saw an 18% rise in interventions and commitments (8,511 against 7,209 in 2014). SSA activities included interventions on aircraft, various fires, standing by during aircraft refuelling while passengers were on board, and even ambulance transport.

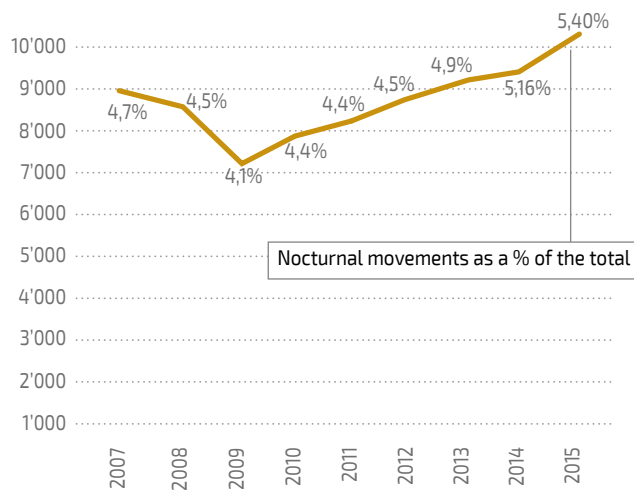
Interventions on aircraft fell by 30% (54 compared with 77 in 2014), while medical trips rose by 6% (2,667 against 2,508 in 2014). Incidents in 2015 included the crash of a Piper Malibu at Sezenove at the end of January, suspect smoke on a commercial flight and a chemical alarm on a cargo aircraft.

The SSA and the airport safety office were also hard at work during the heat-wave. The high temperatures were particularly stifling for staff working on the apron and outdoors. The safety office, supported by the SSA, therefore organised water distribution for staff exposed to the heat and provided advice to prevent any discomfort.

In terms of training, in addition to the



Nocturnal movement evolution (22h – 6h)



Limitation of night noise

Genève Aéroport is one of three national airports in Switzerland's sectoral plan for aviation infrastructure (plan sectoriel de l'infrastructure aéronautique – PSIA). As such, the framework conditions of the airport's operations must be coordinated with the cantonal 2030 masterplan, in a planning instrument called 'PSIA record'. In 2015 preliminary coordination work to develop a PSIA record project continued between the relevant services of the confederation, the canton and Genève Aéroport.

Against this background, in 2015 the canton initiated discussion and interaction with the municipalities concerned. Following these exchanges, the canton took a position in the PSIA process affirming its wish to limit the exposure of local residents to aircraft noise after 22:00. Specifically, the measure agreed is to contain by 2020 the extent of nocturnal noise contours within a perimeter that almost exactly matches current nocturnal noise contours. This measure reduces the number of people exposed to air traffic noise at night, with the corollary provision of new space for the development of building zones.

The limitation of night noise necessarily means that a certain number of flights will not be accommodated in the evening, which will have an impact on air services to the first destinations of the morning. Over time, technological developments and the resulting gradual improvements to aircraft fleets should open the possibility to accommodate some new flights in respect of the noise envelope as it has been defined.

usual visits to Teesside in the UK (exercises involving kerosene fires on aircraft) and Stuttgart, Germany, (exercises lifting aircraft), Genève Aéroport's firefighters went to Balsthal in northern Switzerland to train in fighting tunnel fires. Balsthal hosted not only the firefighters but also their managers to train them in managing a fire. This new training comes after the airport's construction of a covered section of the customs road. The fire station was also equipped with a large fan which if required should quickly clear the smoke in this closed tunnel environment. The construction of a new parking area for Cobus buses, and a completely new building, was also the subject of new response procedures. Since November 2015 Genève Aéroport's firefighters have worn new fire clothing, in a sand yellow colour, and used in all interventions. Based on experience and various studies, this colour enables firefighters to be visible day or night from much further away (90 metres instead of 30 metres) than with dark clothing. In addition to its fire retardant qualities, this garment adapts to changes in the equipment and gear the firefighter has to carry. Vehicles, as and when they are replaced, also operate a skin, going from red to 'lemon yellow'.

EBACE

Europe's largest business aviation exhibition has been held each of the past 15 years at the airport site and Palexpo. For the anniversary event of 2015, almost 13,000 visitors attended during the three days of the exhibition. Some 60 aircraft were presented in stationary positions on the apron. The event also offered training sessions to its guests, as well as sessions in maintenance and operations.

This show is the meeting place of business aviation manufacturers and their suppliers, but also operators and the European bodies that regulate and organise the policies that affect business aviation and its economic activity in Europe and worldwide.

EBACE's participants come from Europe, Africa, Asia, the Middle East and North America.

GVA Free WiFi 



Basketball Day Wednesday 9 September 2015



 **104 likes**

On Wednesday 9 September, Genève Aéroport organised its first #BasketDay at the airport's CFF (Swiss Federal Railways) station.

The Geneva Lions and Meyrin Eagles basketball teams, and the Geneva Rising Stars cheerleaders, made their show, all in an American atmosphere with popcorn, hotdogs and signing sessions!

[#BasketDay](#) [#GeneveAeroport](#) [#leslionsdegeneve](#)





Major investment for the future

In 2015 Genève Aéroport invested some CHF 112 million in strengthening, modernising and building new facilities. This significant investment is to meet growing demand in the airport's large transborder catchment area.

Genève Aéroport will soon celebrate its first 100 years. Opened in the early days of aviation, it has both seniority and pedigree. Geneva's photograph album includes some mythical scenes that set it apart from most other airports, with which a comparison is tempting.

This is the good side of the coin. Conversely, Genève Aéroport today operates with a significant number of old buildings that require renovation and modernisation. These projects, which are often not spectacular and can cause much disturbance, must always be carried out alongside ongoing airport operations. They also require highly specific technical expertise. Some phases of this work are planned for the night, when there is a pause in airport traffic, to avoid disrupting traffic and reducing passenger comfort.

Improving what already exists is accompanied by the implementation of projects to provide new and more capable facilities. Major construction projects have been underway in 2015, preparing the airport for the future. The construction of the East Wing is due to start in 2016. This building will be 520 metres long, 20 metres wide and 20 metres high, and will include boarding lounges dedicated primarily to long-haul traffic. This project required considerable prior planning. During the year Genève Aéroport invested CHF 112 million in new buildings and other facilities. At this point it is worth remembering that airports do not receive subsidies from public authorities and must fund their



own development. In the financial year 2015, the airport carried out this significant investment without increasing debt.

Airport departure and arrival

Platform renovation in front of the terminal, which was a long project and



particularly complex in terms of phasing, was completed at the end of the year. Begun in 2011, these works were undertaken in 17 dual phases during which the airport managed to maintain all its existing vehicle (cars, buses, taxis, minibuses etc) and passenger flows. These works, which were difficult in various ways for users, have on completion given way to redesigned routes and areas. These facilitate access to the airport and maintain the platforms' ability to handle the wide variety of traffic necessary for a good airport service. The P2 short-stay car park was reopened in 2015, giving passengers a more straightforward view of parking availability and duration that ranges

from Kiss & Fly to long-stay parking. Also during the year, the lower floor of the former Geneva car show was turned into a car park to create more spaces for passengers.

Renovations

The former auto museum, which was located under Palexpo Hall 7, gained a new lease of life in 2015. Its upper floor was turned into parking for passenger buses, enabling buses to be parked in optimal conditions.

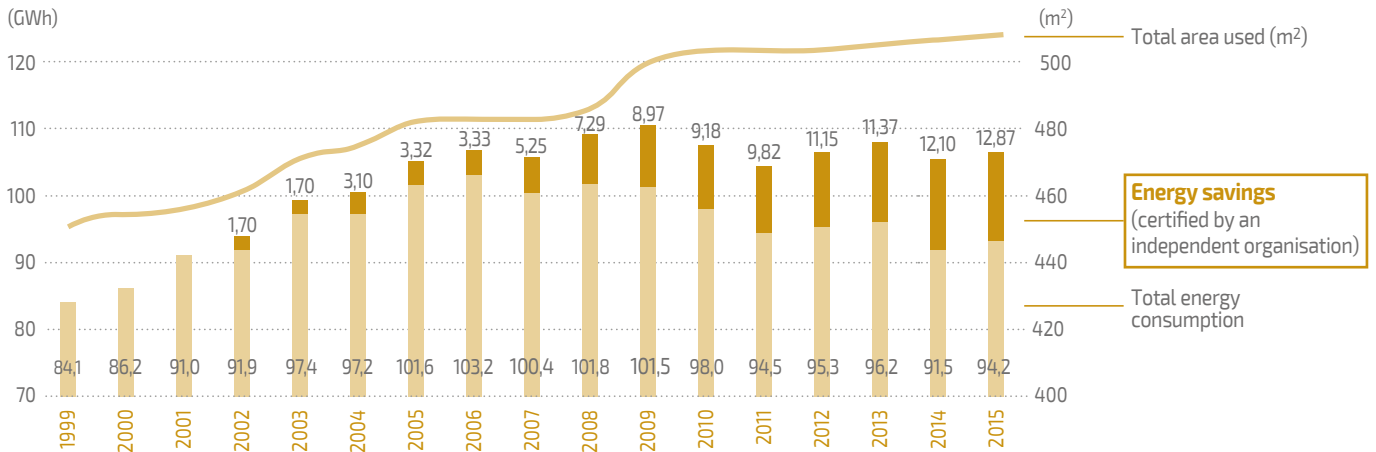
To maximise the apron area available at ground level (at Genève Aéroport every square metre is precious!), in 2015 the customs road directly linking Pays de Gex with the airport's France sector was buried underground. Completed mid-year, these works also involved renew-



ing part of the technical services hall, the strategic area that supplies energy to the whole terminal.

These preparatory works in constructing the East Wing allowed the airport to add a baggage sorting centre, aimed at improving the quality of baggage handling services.

Change in energy consumption in GWh



Similarly, work constructing temporary boarding lounges was completed during the year. Dubbed GP+, this building offsets the loss of capacity from developing the next part of the East Wing. GP+ will be dismantled once the East Wing enters service.

A new space for the reception of asylum seekers (INAD, or inadmissible passengers) was started in 2015. This will enable the current area to be demolished.

In collaboration with Saraco, the company that operates the hydrant network (underground pipelines supplying kerosene to aircraft), the airport renovated all of the original 1965-built network. This renewal ensures the sustainability of these facilities for many decades.

The year also saw Genève Aéroport installing a hydrant network in front of the future East Wing. This serves three of the six large-aircraft positions at the building.

In addition the airport renovated a large part of the apron in this area.

Various works

Genève Aéroport's new aircraft de-icing facility (ADIC) came into operation in 2015, the former station being dismantled to free up space on the apron and allow the storage of containers needed to transport baggage. More or less visible, various other projects were also completed at the airport. The most dramatic changes concerned the food and beverage outlets. Following the renewal of concessions granted to the operators of these spaces, various developments



took place to realise the concession winners' concepts. The resulting improved customer experiences have been recognised in passenger surveys carried out since.

The airport's gradual conversion from diesel vehicles to electric vehicle continues. In 2015, thanks to support from the Swiss confederation, two diesel buses were completely renovated and converted to electric operation.

To maximise safety in traffic areas, Genève Aéroport installed a new surface radar on the north of the facility. Complementing existing equipment and systems, this new tool provides a complete virtual image of all vehicles moving around the airport.

New baggage sorting facilities entered service in 2015, aimed at strengthening operational safety and redundancy. These were supplemented by major airport IT system upgrades to ensure a healthy and safe transition

until the construction of a new baggage sorting system.

During the year the airport's internal power grid benefited from major renovation, ensuring increased network security.

Acronyms galore

Behind the unattractive acronym A-CDM (for Airport Collaborative Decision Making) hides an extremely useful tool to ensure the proper functioning of the airport. This tool, developed with operations, contributes to effective collaboration and taking appropriate decisions to improve operational fluidity, efficiency and safety.

Using the maintenance management tool GMAO, Genève Aéroport continued the referencing of all airport property, resulting in the ability to monitor and optimise required maintenance. This project will continue over the next few years.

Genève Aéroport made changes to its GVApp application in 2015, includ-



ing making it compatible with Apple Watch. During the year the airport's wifi was continually adapted and optimised to enhance its convenience during passengers' journeys through the terminal.

Finally, the airport carried out some significant facilities development planning covering the period 2015 to 2030. Based on traffic forecasts provided by the Swiss confederation, this planning sets out the ad hoc sequenc-



ing of renovations and facilities development. It also takes into account the aviation aspect, the capacity of facilities and the ability to fund them.

A new-generation noise-suppressing hangar

The law states that, after each mechanical intervention on an aircraft engine, full-power engine tests must be undertaken to allow the aircraft to return to the air. At Genève Aéroport this testing has traditionally been carried out in the open, on position 19 and chosen for its central geographical location. Almost in the middle of airport land, this site is behind Palexpo hall 7 and as far as possible from local residents. However, preparatory work for the East Wing has made this unusable for such operations.

At most airports, engine tests are conducted in a holding bay at the threshold of the active runway. This solution could only ever be temporary at Genève Aéroport, which is a city airport. In particular if take-offs are on runway 05 (in the direction of Geneva-Lausanne), the noise would be higher in neighbouring communities. For this reason the airport decided to build a noise-suppressing hangar in which aircraft engine noise can be contained.

To control noise effectively, Genève Aéroport has chosen to invest in advanced technology. A steel structure, secured to a thick concrete pad,

is surrounded by movable metal panels each filled with a thick sound-absorbing material. Once the aircraft is pushed inside this hangar, a jack-operated door closes on it and the engines can be powered up.

This high-tech, ultra-modern hangar has outstanding noise-protection performance. It is part of the airport's arsenal of measures to limit the noise disturbance inevitably generated by operating an industrial centre.

(photo p. 38)

GVA Free WiFi 



Suitcase curling

Thursday 21 May 2015



 187 likes 23 shares

How do you combine the sport of curling with the world of airports? The answer is by running a curling competition with suitcases!

#Curling #gate #GeneveAeroport





Environmental measures

Genève Aéroport takes great care to restrict its impact on the environment as much as possible. Each day the airport works hard to reduce the impact of various pollutant emissions, preserve biodiversity and control noise. It also publishes a detailed sustainable development report every two years.

The airport site's maintenance and development are accompanied by a robust policy on sustainable development. This policy is an essential guide for all activities across the airport. In addition to project support measures, Genève Aéroport has also developed programmes aimed specifically at environmental protection. These include constructing a sound-absorber, implementing an awareness campaign for outdoor workers, developing an airport staff mobility plan and preserving biodiversity on the airport perimeter. The next report devoted entirely to sustainable development will be issued in 2016, this important report being published every two years.

Combating noise

Noise control is a major concern for Genève Aéroport. It is fully aware of the disturbance an airport can cause to local residents and continually seeks to measure noise effectively and to reduce it as far as possible.

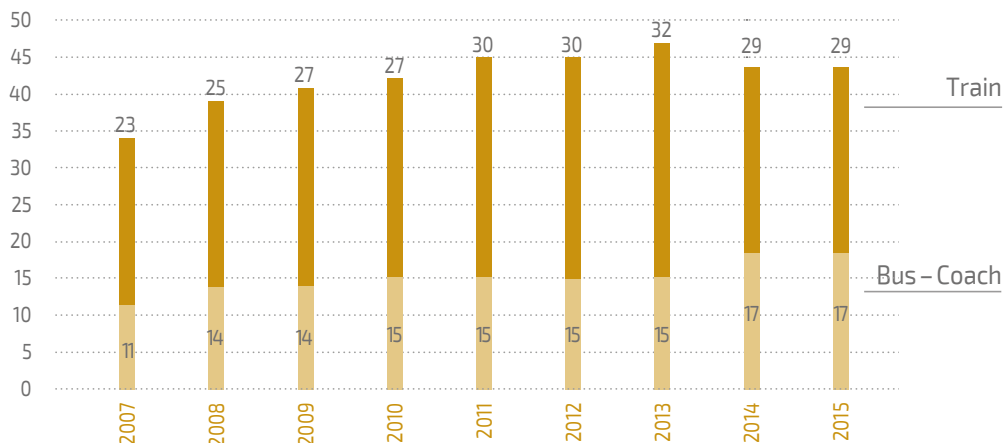
In December 2015, four microphones for the new **MIABA** (automatic aircraft noise measuring and identification system) measurement system were renewed near the airport. Three additional microphones will be installed during 2016. This system is linked to the Skyguide multi-radar system and enables a correlation to be made between the noise and the aircraft source.

Genève Aéroport's sound-absorber, which will be used during engine tests for aircraft with a wingspan of over 20 metres, is in its final phase of construction. It will be operational in 2016 (cf p. 36).

In 2015 Genève Aéroport also undertook a noise awareness campaign for airport site outdoor workers, and this campaign will continue in 2016. So by day and by night and throughout the year, procedures in place to minimise

Evolution, mode of sustainable passenger transport

Sustainable modal shares (%)



Source: sondage ASQ 2015

disturbance that affects local residents were repeated and checks were regularly carried out.

As part of Genève Aéroport's ongoing dialogue with local residents, the airport will also undertake a year-long trial regarding aircraft landings between 22:00 and the night curfew. At the request of local residents near the airport, 'opposite runway' landings will be minimised during this period to help ensure peace and quiet. The trial will apply to major airlines such as Swiss, easyJet and TAP Portugal.

In the landing phase, under certain conditions evaluated by the air controller (Skyguide), aircraft can land 'wrong way' on the runway to avoid an approach manoeuvre that is costly in terms of fuel and time. However, this procedure creates noise pollution on both sides of the runway, disturbing all of Genève Aéroport's local residents (Bellevue / Versoix and Meyrin / Vernier). The new restriction is the best way of providing some local residents with peace and quiet after 22:00.

Over the past 15 years Genève Aéroport has invested CHF 45 million sound-proofing the homes of local residents. The work has been financed by the airport's environmental fund, mainly through noise charges (environmental taxes) paid by airlines whose aircraft landing at Genève Aéroport are not lat-

est-generation types. These noise surcharges are periodically re-evaluated according to technological change.

Mobility

In 2015 the airport staff shuttle (NPA) service was enhanced with a final departure from Genève Aéroport at 01:30 (previously 01:10) and new stops in the areas of Lancy, Charmilles, Ferney-Voltaire and Saint-Genis-Pouilly.

The airport staff shuttles run between 03:45 and 05:45 (arrival times at the airport) and 00:30 and 01:30 (departure times from the airport) in areas well served by public transport during the day.



The shuttle services are funded by Genève Aéroport and are free for airport staff.

Also in 2015, Genève Aéroport saw the introduction of new bus services to Annecy, Chamonix and Saint-Gervais, mainly to improve passenger access to the major French ski resorts during the charter season.

Biodiversity

Genève Aéroport is committed to the wildlife and plants that thrive on its perimeter. The airport has 150 hectares of meadow and over 200 species of plant have been recorded, of which 26 are endangered. In 2015, protected species were therefore moved from one area of the airport to another so that they were not lost during works.

The runway department's main concern was the natterjack toad, also an endangered species. From spring onwards, the service paid particular attention to this species (from spawning time, in the puddles formed by the exceptional rainfall of May 2015) through to adulthood, and especially during the heatwave.

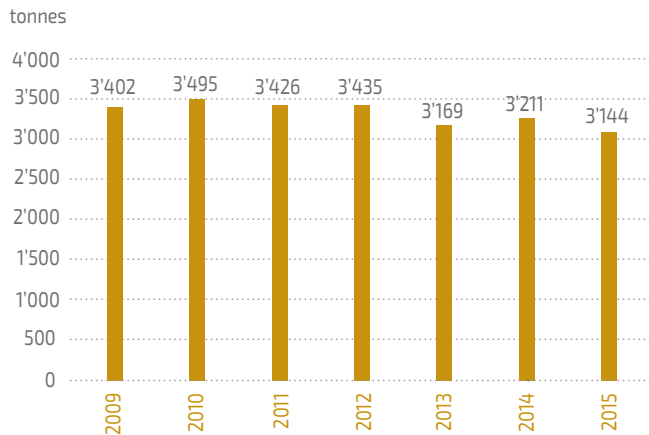
During that particularly difficult time for wildlife, the airport carried out an operation to rescue young swifts thrown out of their nests due to the heat.

Genève Aéroport therefore has an important, long-term role in the preservation of biodiversity on the airport perimeter.



Change in incinerable waste

(across the airport site)



Air quality - CO₂

In 2015 Genève Aéroport renewed its Airport Carbon Accreditation. For the fifth year running, the airport attained level 3 (on a scale of 1 to 3+). Worldwide there are 150 certified airports and only 26 have attained level 3 classification. This highlights the fact that Genève Aéroport also encourages other airport organisations to reduce their CO₂ emissions.

Waste management

During the year, Genève Aéroport's recycling rate remained at 41%. In addition a trial was conducted in collaboration with an airline based at Geneva. flight attendants sorted passenger

Partnerships with charity organisations

Genève Aéroport is one of the 10 nominees for the Humagora award, which recognises the top partnerships in sustainable development.



waste for recycling (separate bags for recyclable waste and other waste). After two months, the results of trial were encouraging, with 75% of recyclable waste being recycled. In 2016 Genève Aéroport will carry out a technical feasibility and financial study covering all airport airlines.



Staff wellbeing and development

Genève Aéroport is a company conscious of the wellbeing and professional development of its staff. In 2015 the airport management implemented various programmes and measures to keep staff constantly up-to-date in their areas of responsibility and to ensure their personal development. The airport also promotes the integration of job-seekers and respects gender equality.

A programme for new members of staff

In 2015 Genève Aéroport employed a large number of staff. With the addition of 40 new people, staff numbers are now approaching 1,000 (967 to be precise), which corresponds to nearly 910 full-time equivalents. There are also 31 monthly auxiliaries and 3 apprentices. New staff were deployed in all areas of the airport and in particular in operational and technical support.

From 2015 and taking place the start of each month, Genève Aéroport carries out a week of group training for all new members of staff. Here they are introduced to and start to experience the highly specialised world of aviation and airports. They learn about the various areas of the airport including the apron, baggage sorting, air traffic control, the fire station and the runway department. They also learn fire procedures and how to use a defibrillator in a medical emergency.

Continual training

Genève Aéroport has more than 300 different roles, some of which are highly specific to the world of aviation. To better identify these particular roles and provide staff with appropriate professional development, in 2015 the airport's human resources department introduced biennial appraisal reviews. These enable and support a true culture of continual training and encourage everyone to take control of their career and maintain their employability.

All staff and their line managers have computerised appraisal forms outlining the skills and requirements of their

Workforce evolution, 2010-2014

	2011		2012		2013		2014		2015	
	FTE	Persons	FTE	Persons	FTE	Persons	FTE	Persons	FTE	Persons
Permanent employees	738,8	770	770,9	809	793,2	836	816,2	858	859,6	908
Temporary monthly auxiliaries	49,4	63	38,5	49	35	46	50,3	64	41,9	52
Apprentices	4	4	5	5	7	7	5	5	7	7
Total	792,2	837	814,4	863	835,2	889	871,5	927	908,5	967

FTE: full-time equivalent



role. At any time they can refer to the competence profile for their role and view the training already received. Identified training needs are analysed and implemented, depending on the budget available.

Managers have been trained to carry out this new type of appraisal. These 'skills' appraisals are in addition to annual development and assessment appraisals. In this way each member of staff and their manager can review the past year and set targets for the year ahead.

The first phase of this new type of appraisal starts in January 2016 and will continue through to October.

Label and certification

For the fourth year running, Genève Aéroport renewed its '1+ for all' label. This label recognises businesses in Geneva that, when skills are equal, employ people who are unemployed or jobseekers. This work helps them to integrate in Geneva.

In 2015 Genève Aéroport also conducted a self-assessment on the treatment of equal pay between men and women in its business. The airport applied Logib software, developed by the Federal Office for Equality between Men and Women (BFEG), on its salary grid and got a result vouching for equality of treatment.



Lower rates of absence

Genève Aéroport wants to be a careful business that listens to its staff. In 2015 it therefore developed a policy to monitor and analyse the causes of sickness absence and accidents, and to take all necessary corrective and preventative measures. This policy is already having an effect, rates of absence are falling significantly and it is currently 4.88%.

During the year the airport also developed procedures to reduce risk factors and introduced many preventative, health promotion and workplace safety measures. These included free vaccination against seasonal flu, and parts of the 'I feel good' campaign.

In 2015 the first phase aimed to reduce falls, the primary cause of accidents at and outside work. Various workshops on balance and coordination were offered to staff. In 2016 the second part of 'I feel good' starts on the theme of food. The final phase planned for 2017 will deal in particular with mental state and relaxation.

Working at home

Genève Aéroport implemented a directive allowing home working under certain conditions. This programme, called TOD (occasional work at home), applies only to employees whose presence at the terminal is

not essential and whose participation rate is 80% or more. Of course this is not automatic for the member of staff and requires the prior approval of his or her supervisor. This new directive has been a great success with staff who appreciate this flexibility as part of their professional lives. During 2016, 36 people benefited from more than 1,225 hours of home working.

Social networks

From January 2016 Genève Aéroport management allow staff to have free access to the various social networks in which it operates, such as Facebook, Twitter, LinkedIn, Instagram, Google+ and YouTube. The airport has issued a directive to all users reminding them of the basic rules, to prevent any slip-ups detrimental to the company.



Staff of other airport-site companies

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

Companies are therefore bound by a collective labour agreement applicable to Geneva, or have agreed with the Cantonal Office of Inspection and Labour Relations (OCIRT) to comply with current professional practices in the canton.

Regarding the protection of workers' rights on the airport site, in 2014 Genève Aéroport decided to ask concessions to provide it with an annual social report. Lastly, an 'airport' working group was established in September 2014, 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 working conditions in these companies on the airport site.

At the end of 2015 the CSME strengthened the protection of workers of businesses benefiting from a concession. This was done by introducing a clause imposing a contractual penalty for the concession guilty of a serious breach of its working-conditions obligations.



City airport and citizen

Genève Aéroport is a dynamic airport, located some seven minutes from the city centre by train. As part of its core business, the airport has close ties with its partners from the world of transport and travel. It is also a responsible business, open to the city of Geneva due to its actions some way from its core business of air transport.

An occasional passenger would sum up the airport's main features as a terminal, check-in desks, security controls, boarding lounges, airbridges to the aircraft, and a runway. While handling the tasks of their core business, Genève Aéroport's managers must maintain their interest in the wide range of partners and stakeholders without whom the airport would serve no purpose. Their main stakeholders are the airlines.

Throughout 2015 Genève Aéroport's new marketing and business development department continued its work to 'sell' Geneva as a destination and promote the airport to airlines.

This process was partly carried out by maintaining constructive bilateral relationships with airlines already active at the airport. It also took place through future-oriented action at international route development meetings such as the Routes trade fair, which Genève Aéroport attends each year. The airport also ensured the qualitative development of air services through a network of specialist contacts, participation in other major air transport industry conferences (five to six per year), visits by airline decision-makers, market research,

simulations, profitability analysis and preparing business cases for operating at Geneva.

In 2015 Genève Aéroport's marketing and business development team extended this work at many other shows and fairs specialising in tourism, where they met partners such as tourism offices and tour operators, as well as meeting members of the public. The annual trade fair Envoy, held at the airport, was a key event. Throughout the season Genève Aéroport had a stand at 10 other tourism fairs, including at Geneva, Lyon and Berne.

During the year Genève Aéroport celebrated its strong relationships with its main partners by organising events to welcome the launch of new routes or commemorate anniversaries. The airport's promotional activities were also partly to sell Genève Aéroport as a 'brand' (using products displaying its logo) and in 2015 it carried out advertising campaigns in collaboration with Air China and other airlines.



Complementary actions

Even though air transport really is the reason for the airport's existence, its commercial side is extremely important: non-aviation is the only sector to generate the profits the airport requires to fund its investment. In 2015 the commercial concessions department raised the profile of airport sales outlets through various marketing activities. These campaigns previously used traditional media such as advertising and posters under the Emotions banner, and have more recently been developed on Genève Aéroport's digital platforms. Through the seasons, various commercial operations were organised in the 'public spaces' afforded by the terminal's architectural design, both landside and airside, to promote certain airport concessions' products and in particular to highlight special offers developed to enhance the passenger experience. In 2015 Genève Aéroport offered site relocations to the bar and restaurant concessions. Newly introduced services and concepts led to the new

'Stamm' signs, designed to meet the evolving needs of airport customers and to highlight the airport's various divisions and services, and other businesses. On-site employees provide a solid customer base for the retail outlets. However, the variety of options and menus seek to attract a wide range of passengers. On the city side, landside, steps were taken to improve the welcome for people who accompany passengers to the airport, or who leave them after having a last drink. The same welcome greets local residents who come to the airport to enjoy the events on offer, underlining the airport's wish to be a lively place for its users and the local community.

External relations

In 2015 the relationships between the airport and political and economic circles were strengthened. Several presentations were made to various groups. Representatives of executives, local residents' committees and civil society were met and invited to the airport regularly. Digital disruption helped to establish and maintain a virtual link with the communities that follow the airport's activities through the various social networks in which it operates. In addition to Facebook (the cornerstone of Genève Aéroport's presence on the internet), the airport now has a presence on Twitter, LinkedIn, Google+,

YouTube and Instagram.

In 2015 Genève Aéroport formed its communications department, which regularly provides video content for these growing virtual communities. To highlight the airport's values and its role in the city of Geneva, in 2015 Genève Aéroport ensured a regular presence in the mainstream media and strengthened its links with the editorial staff of local newspapers.

Financial support

In 2015 this service, offered to airport users, was strengthened through the voluntary hard work of airport staff and as part of Genève Aéroport's corporate objectives. Various events boosted the airport's aim of looking outwards (some were flashmobs choreographed by airport staff, which attracted more than 1.5 million people on Facebook!). (see photo p 25).



Main sponsorship commitments:

Sport

Geneva Lions (Basket)

Genève-Servette HC

Team Genève (support ahead of the Olympic Games)

Swiss Open (international wheelchair tournament)

CER (competitive sailing)



Culture

Meyrin Forum

Carouge Theatre

Caribana Festival

NIFFF (Neuchâtel International Fantastic Film Festival)

Anncy Festival

Tous Ecrans Festival

Geneva Chamber Orchestra



Genève Aéroport reaches out to the city through its sponsorship budget, by supporting various initiatives in the neighbouring municipalities and beyond.

In the sports sector, support was provided to the Lions de Genève (basketball), Genève-Servette HC (hockey), Team Genève (support for the Olympic Games), Swiss Open (international wheelchair tennis tournament) and CER (regatta training centre).

In the cultural sector, the Meyrin Forum, Théâtre de Carouge, Caribana Festival, Neuchâtel International Fantastic Film Festival (NIFFF), Festival Tous Ecrans (FTE) and Orchestre de Chambre de Genève also benefitted from the airport's support.

As part of the airport's charity and humanitarian programme, funding was provided to the Croix-Rouge genevoise, Terre des Hommes, Fondation Henri Dubois-Ferrière and Association Genevoise des Diabétiques.

Finally, in the economic and aviation sectors, subsidies were provided to the Forum des 100, Fêtes de Genève and Fondation pour Genève.

In 2015 Genève Aéroport organised the 24th ALFA-ACI (Association of French-speaking Airports) conference, which took place in Geneva between 27 and 30 May. This key event was pronounced a success by all participants (please see box).

Like small impressionist touches, these actions helped to paint a picture of this multifaceted business for its diverse



audience. They also further embed this major facility in the landscape of the large transborder region where it adds great dynamism in economic, tourism, cultural and diplomatic terms. Last but not least, the airport has an important social dimension in the city of Geneva.

Charities

Geneva Red Cross

Terre des Hommes

Henri Dubois-Ferrière Foundation

Geneva Diabetes Association



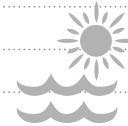
Economic and tourism

Forum des 100

Geneva Festival

Foundation for Geneva

ALFA-ACI Conference



Organiser of the 24th ALFA-ACI Conference

In 2015 Genève Aéroport hosted the 24th conference for the Association of French-speaking Airports (ALFA-ACI), which took place at the Starling Hotel at the end of May and was attended by over 380 people. Principally from France, delegates also



came from Belgium, Switzerland, and African countries such as Algeria, Tunisia, Ivory Coast, Guinea, Gabon and Togo. The conference was mainly for members of airport management, representatives of civil aviation authorities, international organisations, consultants, suppliers to the aviation sector and specialist journalists.

ALFA-ACI is a small administrative organisation and as host Genève Aéroport was responsible for arranging every aspect of this event. Preparatory work (choice of venue, negotiations, programme coordination etc) was carried out in a very short space of time, following the last-minute cancellation of the event scheduled for late 2014. The airport's marketing department enlisted the Symporg events company to provide all on-site logistics and resources.

ALFA-ACI's 2015 conference theme was 'Tomorrow's challenges for our airports: 10-year outlook'. The aviation industry knows that significant technological shifts have a major impact on passenger behaviour and expectations. The underlying trends in tourism, transport, information sharing and collaborative saving also help to change the role of airports.

Various topics were discussed over the two days of meetings and debates, such as air traffic trends to 2025, airport business models, new technologies and services, and new developments in security. There were lively round-table discussions

with air transport personalities and experts, including several representatives from Genève Aéroport.

The session on air traffic development to 2025 was one of the most popular items, with excellent expert presentations, and was followed by discussions between aircraft manufacturers and low-cost (easyJet) and traditional (Air France) airlines. The debate between airports and IATA (International Air Transport Association) on aviation charges was very lively and presentations on emerging technologies provided new ideas for monitoring developments in other areas of tourism.

One of the objectives of hosting this type of event is to 'sell' the destination, and delegates were given an insight into Geneva's tourism and culture during their stay. This included an evening reception at the prestigious Musée Ariana and a Roaring Twenties themed gala dinner at the Plainpalais community hall.

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