



# ANNUAL REPORT 2016





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# KEY FIGURES



**80,8 million**  
net income



**162 million**  
investment



**142**  
destinations



**445,3 million**  
in revenues



**1'002**  
employees



**75'000 tonnes**  
of freight



**16,5 million**  
passengers



**59**  
airlines

# 01

## THE 'STORK EFFECT': SMOKE AND MIRRORS



Ornithologists tell us that storks prefer to nest in villages rather than in cities. Demographers confirm that birth rates are higher in rural areas than in urban areas. It might be tempting, therefore, to hypothesise that in towns with storks, birth rates will be higher than in towns without storks.

However, that conclusion would be based on confusion between correlation and causation. This is the famous 'stork effect' described by zetetics – the 'art of doubt' popularised by Dr Henri Broch, a biophysicist, and his sceptical rationalist followers, who argue for 'preventative critical judgement.'

An ancient Latin saying sums up this fallacy: Cum hoc ergo propter hoc

('With this, therefore because of this'). However, the passage of the centuries has not resulted in its eradication. Similar reasoning sometimes leads critics of Genève Aéroport's development projects to accuse its management of a headlong rush, of being obsessed with growth without regard to the environment around them.

This suspicion grew with the publication of figures showing 25 million passengers in 2030. But these forecasts are in no way a goal set by Genève Aéroport. Rather, they are an estimate of the demand that could be seen in our region within the next 15 years, calculated by an independent institute, and to which the Swiss Confederation is requiring the airport to respond, in particular by adapting its facilities. In the final analysis, it is not the airport that is growing, but rather the number of passengers!

Just as one cannot regulate births by shooting storks, the economic, touristic, diplomatic, cultural and artistic growth of a dynamic region cannot be controlled by short-sightedly restricting the growth of its airport. The argument is mere smoke and mirrors rather than a constructive criticism.

Hoping to share its vision of a necessary change in infrastructure, the airport itself sometimes has difficulty differen-

tiating between correlation and causation and remembering its own responsibility.

It must listen more carefully to its opponents and critics, as certain prejudices are the result of faulty information that the airport authorities disseminated previously about its actions and operations. Moreover, it has the duty to work to develop the business in a transparent manner, with a flexible, ad hoc organisation focused on clear strategic objectives.

The reform of the airport's corporate governance, officially approved by the Board of Directors more than a year ago, has led to the implementation of these principles. Today, they are represented by an entire team, which we can thank for the detailed report found in these pages. The Board of Directors intends to make this report a supplemental tool for better communication between the company and its stakeholders.

A handwritten signature in black ink, appearing to read 'C. Moinat'.

**Corine Moinat**  
Chairwoman of the Board of Directors



## MANAGEMENT TEAM

from 01/01/2016 to 01/12/2016

### Denis MASTROGIACOMO

Operation

### 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 WOHLISCHLAG

Director of Operations

### Yves-Daniel VIREDAZ

Marketing & Business development

### Pierre GERMAIN

Director of Finance, Commercial & Development  
Deputy Director General

### Marc MOUNIER

Environment & legal affairs

### Thomas ROMIG

Airport steering

## TRANSITION OF POWER

Robert Deillon, who had been CEO of Genève Aéroport since 2006, symbolically handed the keys to the airport to André Schneider, his successor, on the 1 September 2016.

A ceremony marking the transition from Mr Deillon to Mr Schneider was held on 1 September at 8:30 AM, in the presence of the President of the Council of State, François Longchamp, and of Corine Moinat, the Chairwoman of the Board of Directors of Genève Aéroport.

The Board of Directors launched a search in early 2015 to find a successor to Robert Deillon, who was required

to retire at the latest by the 31 January 2017. Following an exhaustive selection process, the Board of Directors appointed André Schneider in April 2016. He began work at the airport five months later.

Through its former chairman, the Board of Directors thanked Mr Deillon for all the achievements to which he had contributed, especially in connection with the modernisation and development of facilities and increased services. His contributions helped enhance the international development of Geneva and its region and consolidate Genève Aéroport's role as an engine of the regional economy.

During the ceremony, Mr Deillon thanked his teams and all employees of airpo-



rt-site businesses. He also wished great success to his successor, Mr Schneider. Robert Deillon became the airport's CEO in 2006.

# 02

## A NEW ORGANISATION IN THE SERVICE OF OUR OBJECTIVES AND VALUES



In 2016, amid various internal and external changes, Genève Aéroport decided to review its business profile, take a fresh look and redefine its guiding principles, review its history, monitor its image (examining the difference between the identity attributed to it and the identity we believe just and acceptable), list challenges, define general objectives, revisit its value system and audit its structure.

This work took various forms and led management to make some decisions. In terms of organisation, the business was rethought around two principal business units: Operations (which includes the aviation side of the airport, safety, security, and passengers); and Commercial & Development (which

oversees the aviation segment with respect to fees, as well as the the non-aviation segment, including businesses, shops, bars and restaurants).

Four support departments were created within senior management: Human Resources, Finance, Technology, and Facilities. The management team was expanded by two permanent invitees, the departments of Communication and of the Environment & Sustainable Development.

The CEO's staff combines the functions of general secretariat, legal affairs, strategic planning, project coordination, procurement, quality control, risk management and external relations, with respect to both public matters and aviation matters.

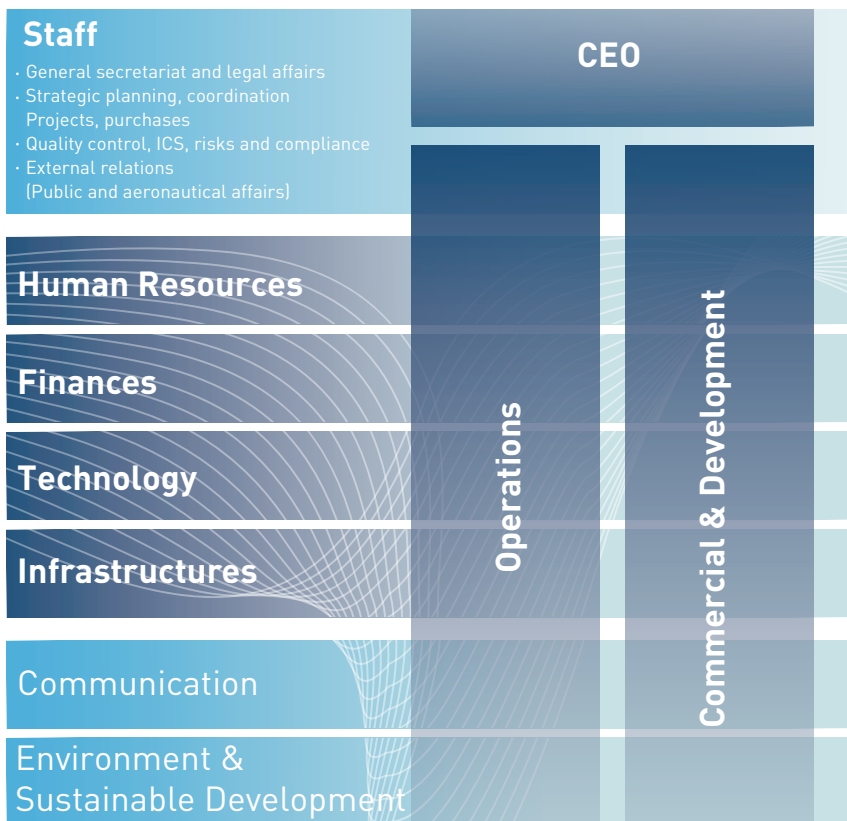
Armed with this new structure, the management team, expanded to include upper management, has defined five strategic objectives: platform operability, customer satisfaction, economic sustainability, management of human resources and skills, and commitment to responsible values. These five pillars are transcended by two overarching objectives, equally important in the view of the airport's management: a spirit of innovation and a commitment to sustainable development. They inform this annual report and can be seen in the various aspects of the airport. They form the guiding principle of this document.

This new way of seeing the business, configuring it, and managing projects led us to prioritise the investments needed to adapt our infrastructure to the challenges that await. From now on, each decision made by airport management must be in line with these strategic objectives and must comply with the airport's values.

Among these values are a commitment to transparency that will guide our actions going forward. Transparency can be seen in the communications that we develop and in our deepening relationships with our stakeholders, including local residents. During the last months of 2016, local residents have heard us express our commitment to holistic airport management that respects those who use it and support it, those who work there and those who live nearby.

Now more than ever, Genève Aéroport is an airport at the service of a city, a canton, a region, and a vast, urbanising cross-border region, in all of their economic, social and environmental realities.

André Schneider  
CEO



## BOARD OF DIRECTORS

**Chairwoman :**  
**Corine MOINAT**

**First Vice-Chair :**  
**André KUDELSKI**

**Second Vice-Chair :**  
**John TRACEY**

Pierre BERNHEIM  
Auréliе 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

Since 01.12.2016

**André Schneider**  
CEO

**Xavier Wohlschlag**  
Director of Operations

**Pierre Germain**  
Director of Commercial & Development

**Olivier Delétraz**  
Head of Human resources

**Aline Vaglio**  
Head of Finances

**Massimo Gentile**  
Head of Technology

**Vacant** (departure of Nicolas Gaspoz on 01.12.2016)  
Director of Infrastructure

**Bertrand Stämpfli**  
Head of Communication

**Marc Mounier**  
Head of Environment  
& Sustainable development

**SENIOR EXECUTIVES :**  
**Denis Mastrogiacono**, Operations  
**Thomas Romig**, Airport Steering  
**Ruben Jimenez**, Security  
**Yves-Daniel Viredaz**, Marketing & Business development

## ON DISPLAY

Defined by a cross-functional working group under the leadership of the new CEO, André Schneider, Genève Aéroport's strategic objectives (See opposite page) will henceforth contribute to determining a framework for discussions, projects, actions, and demonstrations to be planned within the different offices, departments and directorates.

Divided graphically into five posters,

these general themes, described in a few themes, are explored within the pages of this report (pages 13, 21, 26, 31 and 39), as they are now embedded in the minds of employees and are displayed in the offices of all staff who wish to make them their standards for action.

They take some of the 'supplemental colours' defined in the brand book (see Chapter 7) and act as building blocks that have already begun having an impact on this report and prefigure the action plans underway for 2017 and the following years.



# 03

## SOLID RESULTS IN A CHANGING ENVIRONMENT



Genève Aéroport closed the year 2016 with revenues of CHF 445,3 million and net profit of CHF 80,8 million. The company's financial condition is healthy and satisfactory overall, but commercial activity is under pressure due to structural and economic difficulties.

Genève Aéroport had total revenues of CHF 445,3 million in 2016, as compared with CHF 423,7 million in 2015, an increase of 5,1%. aeronautical revenues (landing fees, passenger fees etc.) represented 55,9% of total revenues for the year (compared with 55,25% in 2015), while the share of non-aeronautical revenues (shops, parking, rent etc.) now represents only 44,1% (compared with 44,75% in 2015).

The increase in aeronautical revenues was due first to the increase in passenger traffic (16,5 million passengers in 2016, a 4,83% increase compared with 2015) and the slight increase

in the number of aircraft movements (+0,54%). Passenger fees represented 43% of total revenues, with landing fees accounting for 9,7% and other fees accounting for 3,2%.

The volume effect was compounded by a price effect, due to the increase in airline and charter aviation fees of CHF 0,50 per passenger per departure, beginning 1 January 2016.

### Commercial resilience

Commercial sales account for 47.1% of non-aeronautical revenues (respectively 20,8% of total income, compared with 9,6% for parking and 13,7% for other operating income).

The strong Swiss franc, the decrease in the number of Russian customers, the declining purchasing power of Chinese customers, the impact of Brexit on the purchasing behaviour of British citizens (whose consumption declined by 10%), on-going construction at the airport,

and market share captured by online commerce have had the effect of exerting strong pressure on the airport's commercial activities. However, Genève Aéroport's commercial receipts held up well in this negative environment, growing by two million francs compared with 2015. These results were buoyed by the restaurants, where new concepts introduced in 2015 have met customer expectations.

However, the results of this financial year confirms that an increase in the number of passengers does not necessarily lead to parallel growth in non-aeronautical revenues.

### Controlled expenses

Operating expenses were controlled in 2016, and their evolution illustrates the transformation in which Genève Aéroport is engaged. Personnel and benefits costs increased by 5.9% in 2016, with some 36 full-time equivalent positions created in line with the hiring plan implemented to accompany growth and to provide staffing for large projects.

Operating expenses increased by 4,6% compared with 2015 and included the costs of studies relating to the SIA 21 and 31 phases of the large infrastructure projects, for a total of CHF 8,5 million. Depreciation and amortisation increased by 14,5% from 2015 following the acquisition of new equipment. This upward trend is expected to continue in the future, as the Construction of new buildings related to infrastructure renovation gradually come into effect.

Bank interest remained stable compared with 2015, since cash flow was sufficient to finance the airport's investments without increasing debt.

### Healthy and controlled finances

EBITDA increased by 10,8% compared with 2015 to CHF 165,8 million. During the previous year, an exceptional pension cost of CHF 10,1 million had been recorded (in the 'CIA appeal' case).

The EBITDA/revenue ratio increased by 2%, to 37%. The activity recorded net profit of CHF 80,8 million in 2016, an 8,4% increase from 2015, half of which will be distributed to the State of Geneva.

Over the past five years, the autonomous public institution has thus contributed CHF 200 million to the State's coffers.

It must be remembered that the company will face significant challenges in the coming years to maintain its target level of profitability and to be able to obtain the financing that it will need to make its ambitious but necessary investment plan a reality between now and 2030. For this reason, eco-

nomic performance is a major priority for Genève Aéroport. This performance will rely on controlling and optimising operating costs as well as on the search for innovative solutions to maintain the necessary target revenue levels to preserve economic balance.

In this regard, the airport will have to pay particular attention to changes in the breakdown between aeronautical and non-aeronautical revenues in the years to come.

## A NEW PHASE

Genève Aéroport is in the middle of a transition. After a long maturity phase, Genève Aéroport is entering a new, key phase in its corporate life cycle, in which the goal is to adapt its infrastructure to the increase in passenger volumes.

This will be accomplished by planning and significant investment between 2020 and 2030, including, in particular,

the construction of major infrastructure such as the East Wing and the complete renovation of the baggage sorting system. In 2016 CHF 162 million was invested, a historically high level that includes the purchase of the Swissair Centre.

An increase in the workforce is planned to support the adaptation programme and to give the business the human resources necessary for the completion of the large projects on its agenda.

## KEY FIGURES

In millions of CHF

	2016	2015
Revenue	<b>445,3</b>	423,7
Earnings before interest, taxes, depreciation and amortisation (EBITDA)	<b>165,8</b>	149,7
Net income	<b>80,8</b>	74,6
Operating cashflow	<b>182,0</b>	178,3
Investment cashflow	<b>-158,9</b>	-112,2
Net debt (loans and finance leases less liquidities)	<b>242,9</b>	221,3

## RATIOS

	2016	2015
EBITDA/Revenues	<b>37,2%</b>	35,3%
Net income/Revenues	<b>18,1%</b>	17,6%
Operating cashflow/ Investment cashflow	<b>114,6%</b>	158,9%
EBITDA/Net debt	<b>68,3%</b>	67,6%



# FINANCIAL STATEMENTS

## Balance sheet as of 31 December 2016

	2016 CHF	2015 CHF
<b>ASSETS</b>		
Cash & cash equivalent	8'182'088	31'177'063
Trade receivable	47'985'574	49'149'182
Other current assets	11'210'440	10'515'006
<b>Total current assets</b>	<b>67'378'102</b>	<b>90'841'251</b>
Property, plant, and equipment	893'124'379	810'595'871
Property, plant, and equipment under finance leases	-	1'149'376
<b>Total non-current assets</b>	<b>893'124'379</b>	<b>811'745'247</b>
<b>Total assets</b>	<b>960'502'481</b>	<b>902'586'498</b>
<b>LIABILITIES AND EQUITY</b>		
Trade payables	34'944'525	29'850'610
Liability adjustments	16'741'654	11'751'687
Current borrowings	517'434	1'377'734
Derivative financial instruments	15'183'681	20'507'329
<b>Total current liabilities</b>	<b>67'387'294</b>	<b>63'487'360</b>
Loans and other non-current debts	250'561'687	251'079'121
Provisions	14'000'000	13'140'000
Pension obligations	435'098'384	397'193'384
Environmental fund	10'319'429	9'879'360
<b>Total non-current liabilities</b>	<b>709'979'500</b>	<b>671'291'865</b>
<b>Equity capital</b>		
Reserves	102'323'628	93'225'933
Net income	80'812'059	74'581'340
<b>Total equity</b>	<b>183'135'687</b>	<b>167'807'273</b>
<b>Total liabilities and equity</b>	<b>960'502'481</b>	<b>902'586'498</b>

## 2016 Income statement

	2016 CHF	2015 CHF
<b>Revenue</b>		
<b>Revenue from aeronautical operations</b>		
Landing fees	43'065'480	40'954'378
Passenger fees	191'679'179	179'368'835
Other airport fees	14'111'356	13'763'097
	<b>248'856'015</b>	<b>234'086'310</b>
<b>Revenue from non-aeronautical operations</b>		
Commercial fees	92'734'728	90'725'419
Parking	42'542'478	40'385'528
Rent and land rights	21'943'834	20'807'196
Rental-related revenues	9'402'682	9'346'347
Proceeds from centralised facilities	18'675'398	18'037'321
Other operating proceeds	11'119'225	10'300'140
	<b>196'418'345</b>	<b>189'601'951</b>
<b>Total revenue</b>	<b>445'274'360</b>	<b>423'688'261</b>
<b>COSTS</b>		
<b>Personnel expenses</b>		
Salaries and allowances	-97'989'405	-92'528'363
Social, illness and accident insurance	-13'791'792	-12'973'578
Other personnel costs	-7'475'213	-6'245'848
Employer pension contributions	-20'836'021	-11'862'153
Pension obligation	-3'750'000	-11'229'000
Change of pension plan	-660'000	-10'134'000
	<b>-144'502'431</b>	<b>-144'972'942</b>
<b>Operating expenses</b>		
Energy, maintenance and rent	-43'365'572	-46'946'018
Inventory	-5'569'208	-5'700'660
Fees for services and subcontracting	-46'362'169	-38'257'355
Security and surveillance subcontracting	-22'648'119	-24'294'088
Police costs for ground security	-8'314'731	-5'285'789
Other operating expenses	-8'259'314	-8'455'347
Net allowance / reversal to environment fund	-440'069	-88'532
	<b>-134'959'182</b>	<b>-129'027'789</b>
<b>EBITDA</b>	<b>165'812'747</b>	<b>149'687'530</b>
<b>Depreciation and amortisation</b>		
Depreciation on property, plant and equipment	-76'409'502	-66'636'998
Depreciation on property, plant and equipment under finance lease	-1'149'376	-1'082'763
	<b>-77'558'878</b>	<b>-67'719'761</b>
<b>Operating Income</b>	<b>88'253'869</b>	<b>81'967'769</b>
Interest income	-	4'316
Interest expense	-7'441'810	-7'390'745
	<b>-7'441'810</b>	<b>-7'386'429</b>
<b>Net income for the period</b>	<b>80'812'059</b>	<b>74'581'340</b>

# BREAKDOWN OF 2016 INCOME

**13%**

Other operating income

**10%**

Landing fees

**10%**

Parking

**43%**

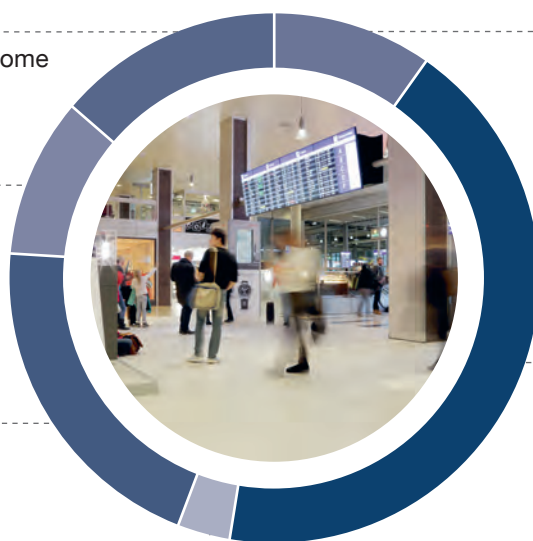
Passenger fees

**21%**

Commercial fees

**3%**

Other fees



## PRINCIPAL INDICATORS

In million of CHF

	2011	2012	2013	2014	2015	<b>2016</b>
Revenue	344,8	364,2	376,3	403,8	423,7	<b>445,3</b>
Net income	64,6	66,5	91,6	88,3	74,6	<b>80,8</b>
Dividend paid to the State in N+1	32,3	33,3	45,8	44,2	37,3	<b>40,4</b>
Surface rights	5,0	4,9	5,0	5,0	5,0	<b>5,0</b>
Investment cashflow	-66,9	-97,6	-121,4	-110,1	-112,2	<b>-158,9</b>
Passengers	13,1	13,9	14,4	15,2	15,8	<b>16,5</b>



# MANAGEMENT OF PEOPLE AND SKILLS



With a business model at the intersection of manufacturing, commercial and service industries, and with a focus on putting people and their professional skills at the centre of all processes, Genève Aéroport has developed a model of the citizen-employer: responsible, a good manager of human resources each day and, over the long term, focused on personal and professional development while respecting the company's values, committed to inspiring employee loyalty, and always anticipating what comes next. Genève Aéroport puts people at the centre of all of its projects.

# 04

## GENÈVE AÉROPORT SERVES 142 DESTINATIONS

The airport continued to offer strong connectivity in 2016. From one season to the next, Geneva had links to 142 airports in 47 countries. Passenger volumes grew by 4,8%, while the number of aircraft movements increased by less than 0,6%. Freight transport grew by 6,5%.

In 2016, Genève Aéroport welcomed 16'532'691 passengers, an increase of 4,83% compared with 2015. At the same time, the total number of takeoffs and landings increased by only 0,54%, for a total of 189'840 movements. [Spreadsheet 1]

These figures confirm the clear decoupling between the increase in passenger volumes and the increase in the number of aircraft movements. [Spreadsheet 2] This is due both to larger aircraft capacity and to an optimisation of load factors, with a higher percentage of seats filled on each aircraft.

Charter traffic decreased sharply, by 23,6%, because some carriers that were previously classified as charter airlines have selling more flights without

accommodation and have therefore been reclassified as scheduled airlines.

### Optimisation

The average number of passengers per aircraft increased by 3,7% between 2015 and 2016, from 108 to 112. [Spreadsheet 5]

Given the greater capacity of the airplanes flown by the airport's main operators, forecasts for 2017 show a potential 6% increase in seat capacity on existing flights into and out of Geneva. This additional capacity therefore enable the airport to absorb a significant portion of the increase in passenger traffic without more aircraft.

The principal airlines active at the airport have confirmed their commitment to continuing this trend in 2017, by progressively replacing their fleets with larger aircraft. In addition, the arrival of the Bombardier CSeries, Airbus A320neo and A350, and Boeing 787 (all of which are quieter and use less fuel) will help limit noise emissions.

Genève Aéroport is encouraging the arrival of these state-of-the-art aircraft

at the airport. Aircraft are divided into five classes on the basis of their noise emissions, with Class 1 being the noisiest and Class 5 being the quietest.

In 2016, close to 88% of aircraft landing at the airport were in Class 4 or Class 5 [Spreadsheet 6]. It should be noted that from Class 1 to Class 4, aircraft are subject to a tax that ranges from CHF 20 to CHF 2'000, to which a surtax may be added depending on the time of day at which the aircraft lands.

Freight transported has also grown significantly (6,5%), from 70'500 to 75'000 tonnes [Spreadsheet 7].

Freight transport, which serves as a barometer of the local economy, confirms the increase in demand that the airport has seen over the various segments of its economic activity. The increase is also due to new routes and increased flight frequency to certain destinations with strong commercial potential.

### Airlines

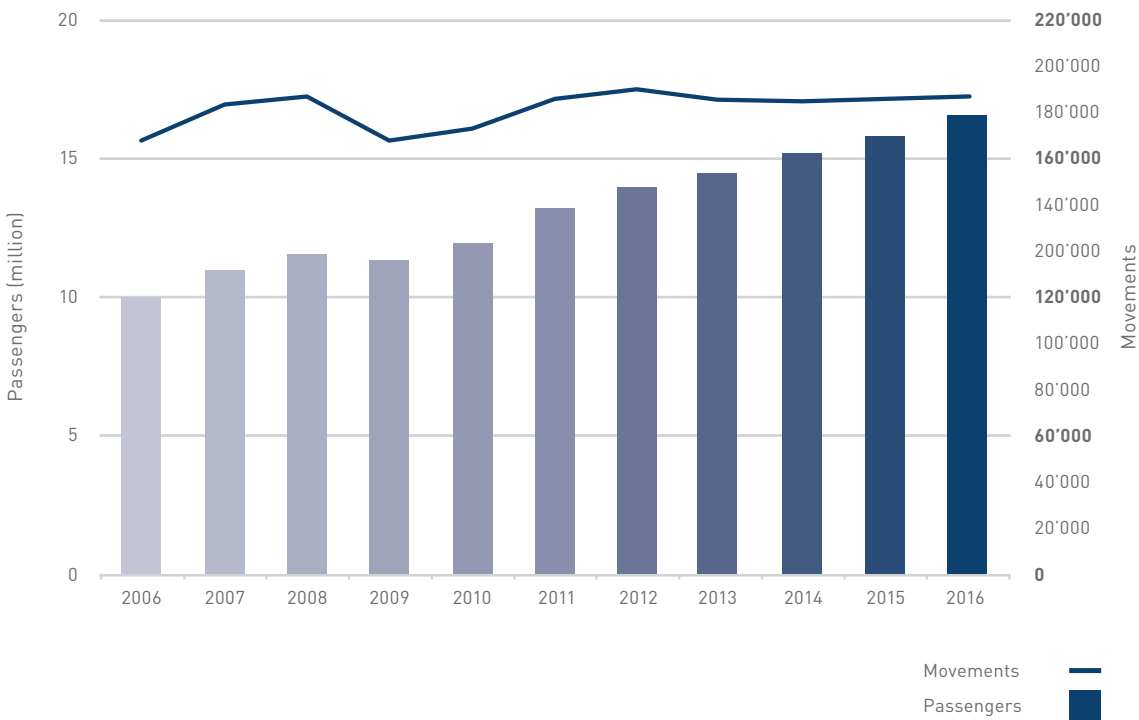
In 2016, some 59 airlines operated at Genève Aéroport. As in previous years,

## 1. RESULT OF TOTAL TRAFFIC

	2016	2015	Change		2016	2015	Change
<b>Passengers</b>				<b>Movements</b>			
Airline passengers	16'332'964	15'533'352	+5,1%	Airline passengers	145'568	143'616	+1,4%
Charter passengers	114'249	149'512	-23,6%	Charter passengers	965	1'149	-16,0%
Other commercial traffic	51'929	53'518	-3,0%	Other commercial traffic	25'676	25'596	+0,3%
Total traffic non-commercial	33'548	34'890	-3,8%	Total non-commercial traffic	17'631	18'468	-4,5%
<b>Total traffic</b>	<b>16'532'690</b>	<b>15'771'271</b>	<b>+4,8%</b>	<b>Total traffic</b>	<b>189'840</b>	<b>188'829</b>	<b>+0,5%</b>

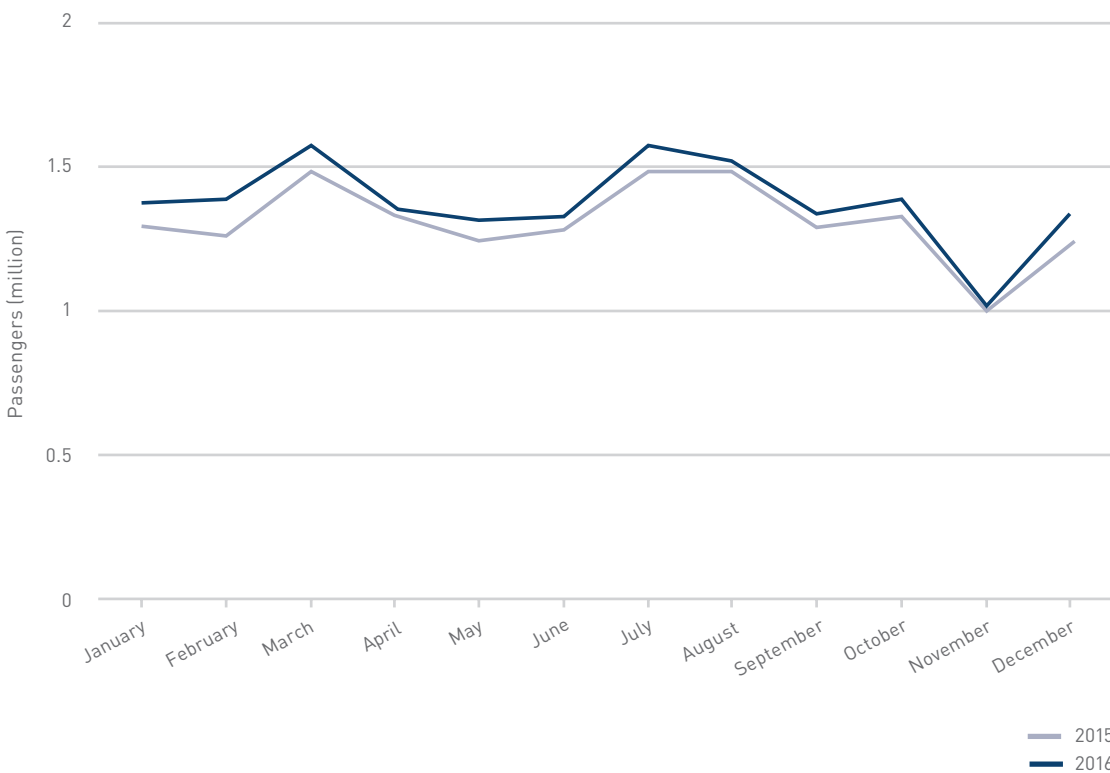
## 2. EVOLUTION IN NUMBERS OF PASSENGERS AND MOVEMENTS

All types of traffic



## 3. EVOLUTION IN NUMBER OF PASSENGERS PER MONTH

All types of traffic



## 4. AIRLINE TRAFFIC BY REGION AND BY COUNTRY

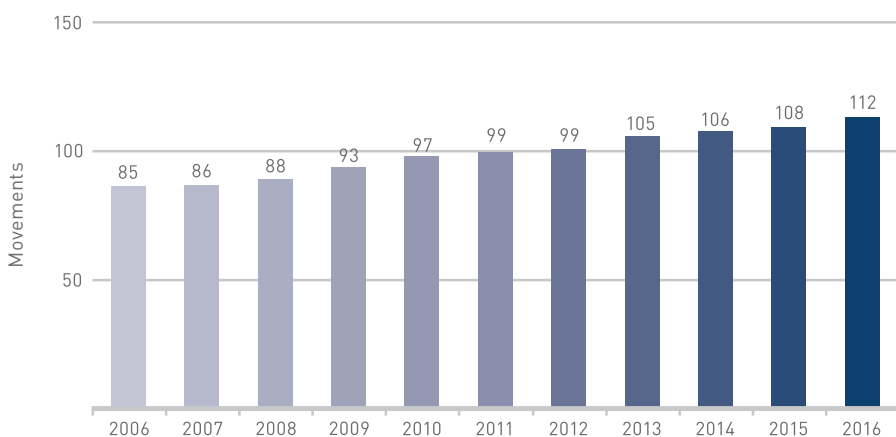
Destinations	Passengers	Change
<b>AFRICA</b>	<b>365 918</b>	<b>-3.2%</b>
Algeria	57 333	+33.4%
Algiers (ALG)	57 333	+33.4%
Egypt	47 897	-21.0%
Cairo (CAI)	36 204	-15.5%
Hurghada (HRG)	11 693	-34.2%
Morocco	192 311	-2.7%
Casablanca (CMN)	82 423	+11.4%
Marrakesh (RAK)	109 888	-11.2%
Tunisia	68 377	-10.8%
Djerba (DJE)	14 823	-17.6%
Monastir (MIR)	2 348	-50.5%
Tunis (TUN)	51 206	-5.0%
<b>AMERICAS</b>	<b>410 409</b>	<b>-2.5%</b>
Canada	124 414	+1.6%
Montreal (YUL)	124 414	+1.6%
United States	285 995	-4.2%
Newark (EWR)	88 406	-5.3%
New York (JFK)	117 261	-6.7%
Washington, DC (IAD)	80 328	+1.1%
<b>ASIA &amp; MIDDLE EAST</b>	<b>789 293</b>	<b>+13.6%</b>
China	45 076	-18.7%
Beijing (PEK)	45 076	-18.7%
Israel	142 544	+7.2%
Tel-Aviv (TLV)	142 544	+7.2%
Jordan	12 500	+0.3%
Amman (AMM)	12 500	+0.3%
Kuwait	6 036	-21.9%
Kuwait (KWI)	6 036	-21.9%
Lebanon	66 443	+10.3%
Beirut (BEY)	66 443	+10.3%
Qatar	94 302	+41.9%
Doha (DOH)	94 302	+41.9%
Saudi Arabia	64 712	+21.3%
Jeddah (JED)	33 137	+22.2%
Riyadh (RUH)	31 575	+20.4%
United Arab Emirates	357 680	+16.8%
Abu Dhabi (AUH)	113 249	-0.2%
Dubai (DXB)	244 431	+26.9%
<b>EUROPE</b>	<b>14 767 344</b>	<b>+5.3%</b>
Austria	236 003	+12.1%
Vienna (VIE)	236 003	+12.1%
Belarus	7 839	-17.7%
Minsk (MSQ)	7 839	-17.7%
Belgium	548 100	-5.3%
Antwerp (ANR)	2 664	-79.2%
Brussels (BRU)	542 643	-4.1%
Liege* (LGG)	2 793	--
Bosnia and Herzegovina	908	-86.6%
Sarajevo (SJJ)	908	-86.6%
Bulgaria	30 525	+146.1%
Sofia (SOF)	30 525	+146.1%
Croatia	55 870	+14.8%
Dubrovnik (DBV)	17 030	+4.6%
Split (SPU)	38 840	+19.9%
Czech Republic	63 604	-4.1%
Prague (PRG)	63 604	-4.1%
Denmark	221 929	-8.8%
Copenhagen (CPH)	221 929	-8.8%
Finland	66 690	-24.4%
Helsinki (HEL)	66 690	-24.4%
France	2 057 349	+0.8%

Destinations	Passengers	Change
Ajaccio (AJA)	45 113	+14.6%
Bastia (BIA)	27 613	+13.6%
Biarritz (BIQ)	14 410	+31.3%
Bordeaux (BOD)	195 544	+0.7%
Calvi (CLY)	2 629	-0.4%
Figari (FSC)	11 872	+26.2%
Île de Ré (LRH)	9 187	-21.5%
Lille (LIL)	63 084	+7.0%
Nantes (NTE)	189 420	+7.8%
Nice (NCE)	373 546	-9.0%
Paris (CDG)	724 986	+1.9%
Paris (ORY)	304 068	+2.2%
Perpignan* (PGF)	261	--
Toulouse (TLS)	95 616	+2.2%
Germany	997 637	+6.4%
Berlin (SXF)	195 053	+5.9%
Dusseldorf (DUS)	81 577	+17.3%
Frankfurt (FRA)	411 300	+7.6%
Hamburg (HAM)	101 058	+5.6%
Munich (MUC)	208 649	+1.5%
Greece	307 374	+8.0%
Athens (ATH)	205 534	+6.7%
Corfu (CFU)	7 783	+34.7%
Heraklion (HER)	52 176	+12.6%
Mykonos (JMK)	21 527	+14.4%
Rhodes (RHO)	6 620	+18.4%
Santorini (JTR)	9 319	-12.6%
Thessaloniki (SKG)	2 500	-10.0%
Zakinthos (ZTH)	1 915	-5.3%
Hungary	107 741	+6.9%
Budapest (BUD)	107 741	+6.9%
Iceland	43 333	+26.0%
Reykjavik (KEF)	43 333	+26.0%
Ireland	152 863	+23.4%
Cork (ORK)	2 434	-13.3%
Dublin (DUB)	150 429	+24.3%
Italy	881 514	+9.9%
Alghero* (AHO)	5 432	--
Bologna (BLQ)	737	-96.4%
Brindisi (BDS)	73 814	+9.0%
Cagliari (CAG)	32 503	+24.6%
Catania (CTA)	88 929	+5.4%
Florence (FLR)	38 907	+1.4%
Milan (MXP)	552	+392.9%
Naples (NAP)	90 249	+9.3%
Olbia (OLB)	58 031	+14.0%
Palermo (PMO)	21 015	+53.2%
Pisa* (PSA)	25 335	--
Rome (FCO)	349 042	+6.6%
Venice (VCE)	96 968	+6.9%
Kosovo	117 989	+29.0%
Pristina (PRN)	117 989	+29.0%
Luxembourg	51 773	+3.7%
Luxembourg (LUX)	51 773	+3.7%
Macedonia	5 894	-18.0%
Skopje (SKP)	5 894	-18.0%
Malta	24 356	+138.6%
Malta (MLA)	24 356	+138.6%
Netherlands	670 791	+2.6%
Amsterdam (AMS)	663 199	+2.7%
Rotterdam (RTM)	7 592	-1.0%
Norway	43 046	-3.5%
Oslo (OSL)	43 046	-3.5%
Poland	88 589	+40.2%
Krakow* (KRK)	4 212	--
Warsaw (WAW)	84 377	+33.6%

Destinations	Passengers	Change
Portugal	1 214 940	+11.7%
Faro (FAO)	41 791	+46.4%
Lisbon (LIS)	558 233	+6.5%
Porto (OPO)	614 916	+14.9%
Romania	62 450	-24.7%
Bucharest (OTP)	48 084	-13.8%
Cluj-Napoca (CLJ)	14 366	-47.1%
Russia	243 802	-2.0%
Moscow (DME)	65 932	-16.1%
Moscow (SVO)	170 944	+5.2%
Saint Petersburg (LED)	6 926	-10.8%
Serbia	44 253	-30.8%
Belgrade (BEG)	44 253	-30.8%
Spain	1 867 440	+8.7%
Alicante (ALC)	109 879	+5.6%
Barcelona (BCN)	633 673	+13.2%
Bilbao (BIO)	19 795	+2.8%
Fuerteventura* (FUE)	5 172	--
Ibiza (IBZ)	52 802	+34.2%
Madrid (MAD)	533 752	+4.8%
Mahon (MAH)	5 214	+23.2%
Malaga (AGP)	168 027	+3.4%
Oviedo (OVD)	5 504	+7.4%
Palma De Mallorca (PMI)	160 704	+7.8%
Santiago de Compostela (SCQ)	83 881	-0.7%
Seville (SVQ)	40 432	+0.4%
Tenerife (TFS)	24 441	-1.3%
Valencia (VLC)	24 164	+53.7%
Sweden	140 039	-6.5%
Gothenburg (GOT)	4 444	-6.0%
Stockholm (ARN)	135 595	-6.5%
Switzerland	645 765	+14.7%
Lugano (LUG)	72 088	+34.4%
Zurich (ZRH)	573 677	+12.7%
Turkey	308 556	-2.6%
Antalya (AYT)	16 329	-27.3%
Istanbul (IST)	243 027	+1.7%
Istanbul (SAW)	49 200	-10.9%
Ukraine	60 065	+4.8%
Kiev (KBP)	60 065	+4.8%
United Kingdom	3 398 318	+5.3%
Aberdeen (ABZ)	5 075	+16.8%
Belfast (BFS)	23 135	-8.3%
Birmingham (BHX)	59 181	+11.3%
Bournemouth (BOH)	28 271	+15.1%
Bristol (BRS)	214 505	+7.6%
Cardiff (CWL)	3 417	+59.9%
East Midlands (EMA)	5 960	+29.2%
Edinburgh (EDI)	144 048	-4.3%
Exeter (EXT)	2 470	+13.3%
Glasgow (GLA)	13 076	-0.7%
Inverness (INV)	594	-63.4%
Isle of Man (IOM)	1 773	-12.4%
Jersey (JER)	4 349	-17.2%
Leeds (LBA)	40 336	+0.0%
Liverpool (LPL)	126 330	-4.4%
London (LCY)	219 315	+24.2%
London (LGW)	816 085	+3.2%
London (LHR)	1 041 037	+3.0%
London (LTN)	267 929	+1.2%
London (SEN)	28 747	+7.1%
London (STN)	59 748	+1.4%
Manchester (MAN)	223 702	+31.3%
Newcastle (NCL)	63 356	+10.7%
Southampton (SOU)	5 879	-37.0%

## 5. CHANGES IN NUMBERS OF PASSENGERS PER MOVEMENT

Airline and charter, passengers only



easyJet (with 43,6% of the market) and SWISS (with 14,4%) together represented close to two-thirds of the market.

easyJet crossed the 7 million passenger threshold in 2016 to 7'113'413 passengers transported, an increase of 5,9%. easyJet links Geneva to 75 destinations (compared with 69 in 2015). SWISS reduced its number of destinations from 41 to 39, but maintained positive growth of 1,5%. British Airways was the third

largest, with a 5% market share and an increase of 13,3%, in particular due to the opening of a new flight to London-City.

Among the other airlines, Lufthansa's market share decreased by 2,9%, essentially due to the airline's decision to have SWISS operate its Geneva-Munich flights. Finally, for the first time Emirates was one of the 10 largest operators at the airport, with a market share

of 1,5%. This strong performance was due primarily to a doubling of its flight frequency (Spreadsheet 8 and 9).

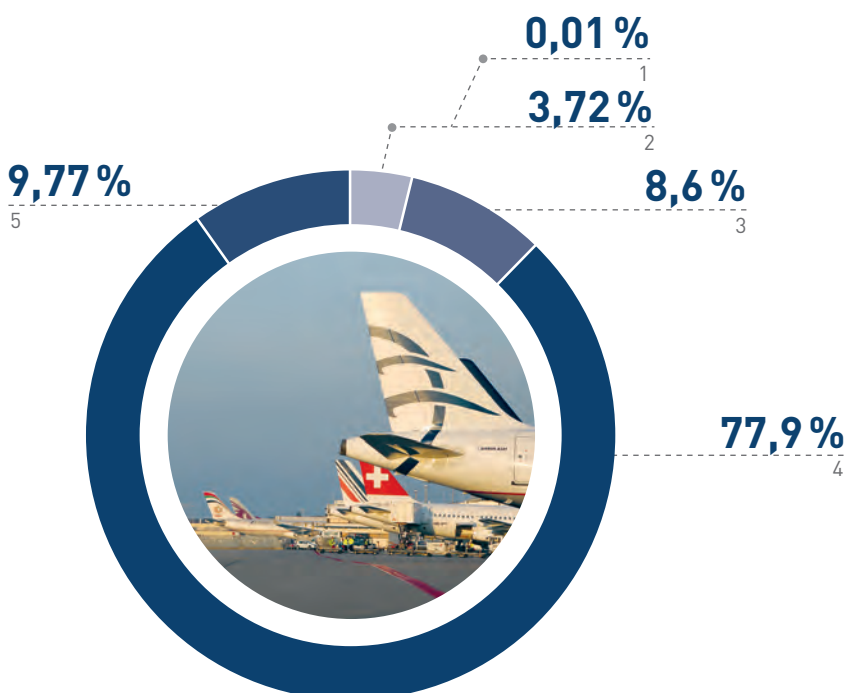
Beyond the top 10, Qatar Airways also showed strong growth of 41,9% following its decision to operate a Dreamliner on its flight between Geneva and Doha. Vueling also grew, with an increase of 124,9% following the opening of its Rome-Fiumicino route. The same is true of Icelandair, with growth of 117,7%, due to doubling its flight frequency to Reykjavik, to four flights per week. British Airways (+13,3%), Iberia (+17,4%), Aegean Airlines (+43,4%), and LOT Polish Airlines (+30,1%) also carried more passengers in 2016.

The geopolitical context in certain countries in the Mediterranean region affected some airlines, such as Egyptair (-15,5%), Tunisair (-10,8%), Pegasus (-14%), and Sun Express (-22,8%). Finnair's volumes decreased by 24,4%, due to a decrease in flight frequency from two to just one flight per day. The same is true of Air China, which was down 18,7% following a decrease in its flight frequency during the winter season.

Star Alliance, which includes Lufthansa, SWISS, Air Canada, Austrian, Brussels Airlines, Turkish Airlines and United

## 6. DISTRIBUTION BY NOISE CATEGORY

Airline and charter, passengers only



Noise Categories      Rotations

1	10
2	5'457
3	12'605
4	114'151
5	14'310

Airlines, was the largest alliance, with a 28 % market share. It was followed by SkyTeam (Air France, KLM, Alitalia and Aeroflot), with a 10 % market share, and then oneworld (British Airways, Iberia, Finnair and Qatar Airways), with an 8 % market share. The remaining 54 % of market share was divided among

various airlines that are not members of alliances. [Spreadsheet 10 and 11]

#### A growing European market

In terms of ranking by country, most of the growth was in Europe, where the UK increased by 5,3%, Spain by 8,7%, Portugal by 11,7%, Italy by

9,9% and Germany by 6,4%. The Swiss market itself grew strongly, with a 14,7% increase in market share. The Gulf state market is flourishing. In addition to the United Arab Emirates, served by Emirates and Etihad, the Saudi market also grew strongly with an increase of 21,3% [Spreadsheet 4].

## 7.RESULTS FROM FREIGHT AND POSTAL TRAFFIC

Freight	2016	2015	Change
Airline traffic	<b>38'184</b>	35'035	<b>+9,0%</b>
Charter traffic	<b>11'574</b>	10'995	<b>+5,3%</b>
Airlifted airfreight	<b>49'757</b>	46'030	<b>+8,1%</b>
Trucked airfreight	<b>19'539</b>	18'986	<b>+2,9%</b>
Total airfreight	<b>69'296</b>	65'016	<b>+6,6%</b>
Postal freight	<b>5'715</b>	5'402	<b>+5,8%</b>
<b>Total airfreight &amp; post</b>	<b>75'011</b>	70'419	<b>+6,5%</b>

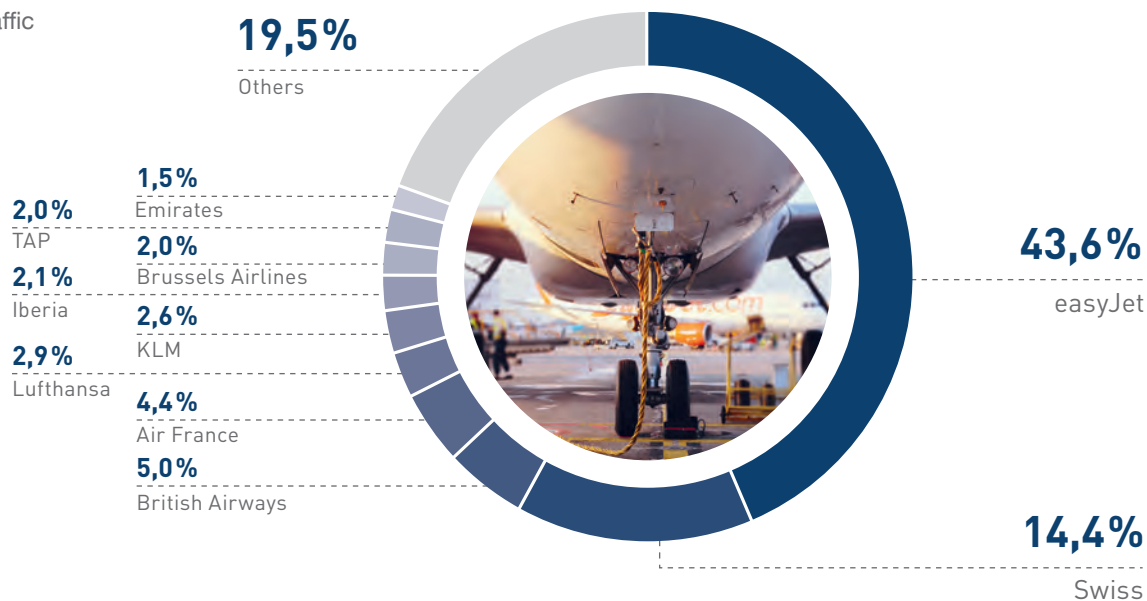
## 8.AIRLINE TRAFFIC BY AIRLINE

Airline	Passengers	Change
Aegean Airlines	105'101	<b>+43,4%</b>
Aer Lingus	103'625	<b>+1,4%</b>
Aeroflot	170'944	<b>+5,2%</b>
Air Algérie	37'595	<b>+23,5%</b>
Air Berlin*	5'950	--
Air Canada	124'414	<b>+1,6%</b>
Air China	45'076	<b>-18,7%</b>
Air France	724'986	<b>+1,9%</b>
Air Malta	7'459	<b>-26,9%</b>
Alitalia	120'274	<b>+14,6%</b>
Austrian	168'844	<b>+8,9%</b>
Belavia	7'839	<b>-17,7%</b>
Blue Islands	2'025	<b>-36,9%</b>
British Airways	819'223	<b>+13,3%</b>
Brussels Airlines	330'995	<b>-1,9%</b>
Chalair	1'112	--
easyJet	7'113'413	<b>+5,9%</b>
Edelweiss Air	6'544	<b>-4,0%</b>
Egyptair	36'204	<b>-15,5%</b>
El Al	58'345	<b>+6,4%</b>
Emirates	244'431	<b>+26,9%</b>
Etihad Airways	113'249	<b>-0,2%</b>
Etihad Regional	136'620	<b>+8,6%</b>
Eurowings	133'682	<b>+8,3%</b>
Finnair	66'690	<b>-24,4%</b>
Flybe	15'994	<b>-17,3%</b>
Germania Flug	18'561	<b>+428,4%</b>
HOP!	4'732	<b>-0,5%</b>
Iberia	341'156	<b>+17,4%</b>
Icelandair	21'046	<b>+117,7%</b>
Jet2	59'958	<b>+29,0%</b>
KLM	432'000	<b>+3,0%</b>
Kuwait Airways	6'036	<b>-21,9%</b>
LOT Polish Airlines	76'364	<b>+30,1%</b>
Lufthansa	467'032	<b>-20,5%</b>
Luxair	51'773	<b>+3,7%</b>
Middle East Airlines	66'443	<b>+10,3%</b>
Monarch	27'755	<b>+621,7%</b>
Norwegian	43'232	<b>+2,4%</b>
Pegasus	54'471	<b>-14,0%</b>
Qatar Airways	94'302	<b>+41,9%</b>
Rossiya	2'642	<b>-6,1%</b>
Royal Air Maroc	82'423	<b>+11,4%</b>
Royal Jordanian	12'500	<b>+0,3%</b>
SAS		
Scandinavian Airlines	168'704	<b>-2,5%</b>
Saudia	64'712	<b>+21,3%</b>
Sun Express	11'058	<b>-22,8%</b>
Swiss	2'357'907	<b>+1,5%</b>
TAP Portugal	325'040	<b>+3,4%</b>
Tarom	16'537	<b>-15,8%</b>
Thomas Cook	13'902	<b>-11,0%</b>
Transavia Airlines	7'592	<b>-1,0%</b>
Tunisair	68'377	<b>-10,8%</b>
Turkish Airlines	243'027	<b>+0,3%</b>
Ukraine International	60'065	<b>+4,8%</b>
United Airlines	168'734	<b>-2,4%</b>
VLM	1'430	<b>-88,9%</b>
Vueling	178'368	<b>+124,9%</b>
Wizz Air	84'451	<b>+5,4%</b>
<b>Total</b>	<b>16'332'964</b>	

\* New destination

## 9. MARKET SHARE BY COMPANY

Scheduled traffic



The United States market decreased slightly, by 4,2%, a trend that had already begun in 2015. However, Canada resisted the trend: Air Canada's decision to increase capacity provided the airline with slight growth of 1,6%.

### New developments

The airport's principal destinations remain London, Paris and Amsterdam. Brussels slid from fourth to eighth place, behind Barcelona, Porto, Zurich and Lisbon, due to the month-long closure of its airport following the terrorist attacks of March 2016. New routes, some scheduled and

some seasonal, were launched in 2016. For example, easyJet now offers two flights a week to Krakow and three flights a week to Pisa, year round. During the summer, it operated two flights a week between Geneva and Alghero. During the winter, it flew to Fuerteventura twice a week, and to Inverness once a week. [Spreadsheet 4]

SWISS tightened its services, reducing its number of destinations by two as compared with 2015. During the summer, however, the airline started a new weekly seasonal route to Lamezia Terme.

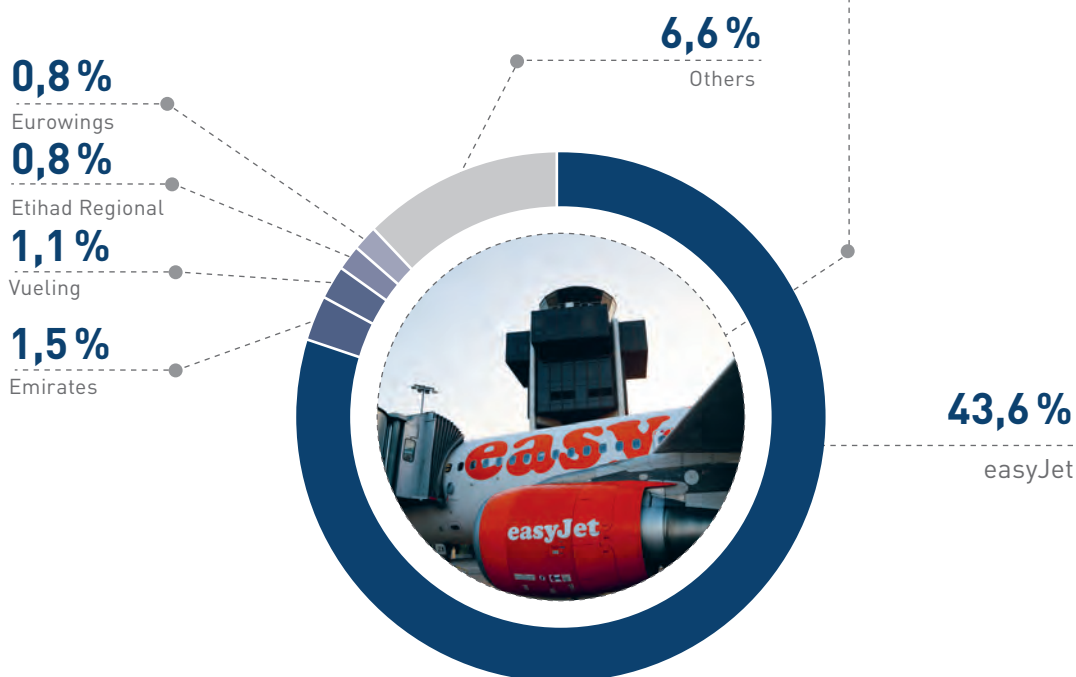
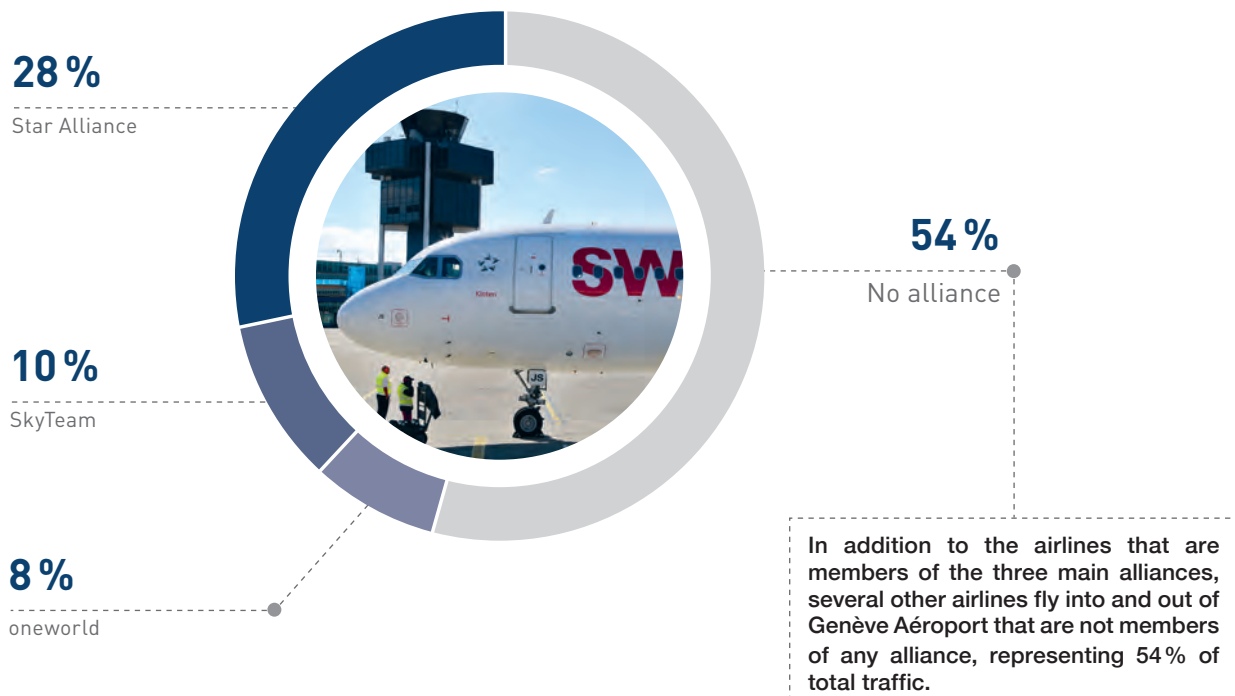
## 10. TOP 20 DESTINATIONS BY CITY

Airline traffic

Cities	Passengers	Change
1. London	2'432'861	+4,5%
2. Paris	1'029'054	+2,0%
3. Amsterdam	663'199	+2,7%
4. Barcelona	633'673	+13,2%
5. Porto	614'916	+14,9%
6. Zurich	573'677	+12,7%
7. Lisbon	558'233	+6,5%
8. Brussels	542'643	-4,1%
9. Madrid	533'752	+4,8%
10. Frankfurt	411'300	+7,6%
11. Nice	373'546	-9,0%
12. Rome	349'042	+3,4%
13. Istanbul	292'227	-0,7%
14. Dubai	244'431	+26,9%
15. Moscow	236'876	-1,7%
16. Vienna	236'003	+12,1%
17. Manchester	223'702	+31,3%
18. Copenhagen	221'929	-8,8%
19. Bristol	214'505	+7,6%
20. Munich	208'649	+1,5%

# 11. DISTRIBUTION BY ALLIANCE IN 2016

Scheduled traffic



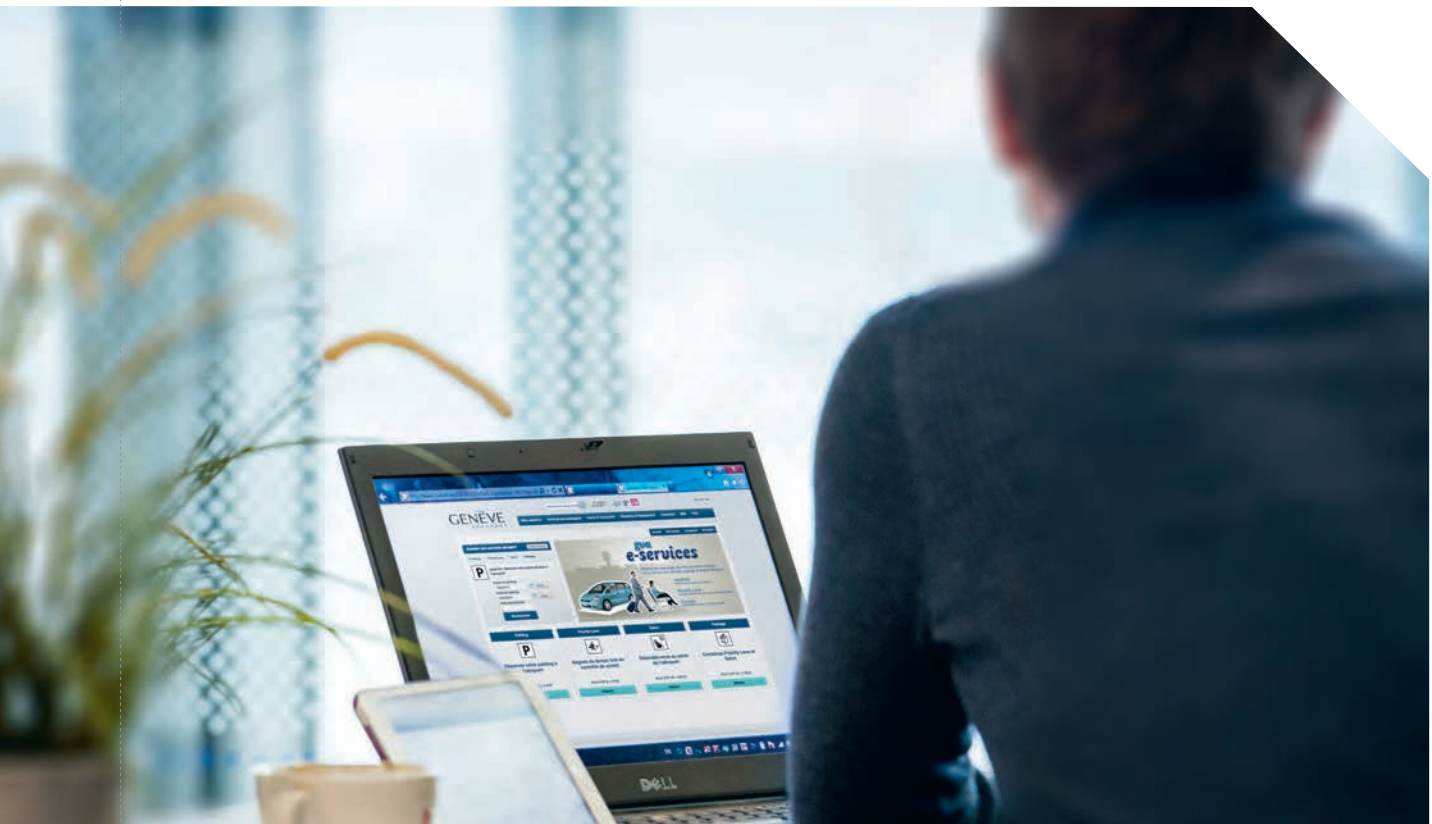
# OPERABILITY OF THE AIRPORT



In cooperation with its partners, Genève Aéroport is continually optimising its operational processes and adapting its facilities to more effectively and efficiently manage aircraft traffic, passenger flows and baggage flows. It does so while complying with laws and regulations, in particular in terms of safety, security and the environment, to meet demand in the catchment area while respecting the principles of sustainable development.

# 05

## PASSENGER SERVICES AND E-SERVICES



Genève Aéroport offers online services to improve the passenger experience. Travellers can reserve parking through ResaPark, the Priority Lane to facilitate the security check, and access to a VIP lounge.

In 2016 the e-services platform crossed several symbolic thresholds. Its revenues exceeded a half-million (CHF 520'000, a 30% increase compared with 2015), the number of user accounts reached 50'000 and the number of orders placed exceeded 20'000.

The Priority Lane is the most frequently used service on the site, and by itself represents over 58% of total revenues.

The ResaPark represents 37% of revenues, with less room for growth, due to constraints in available parking capacity. Finally, the VIP Lounge and Package (Priority Lane + VIP Lounge) represent 5% of revenues.

### Satisfied customers

According to the Marketing Department's estimates, around 70% of people who use these services are business travellers and 30% are 'leisure' travellers. It should be noted that the conversion rate is quite high, as 25% of those who go to the e-services platform make a reservation. In addition, the complaint rate has gone down to less than 1% (0,3%), which is well

below the typical rates in e-commerce. In 2017 the e-services platform will receive a new design. Numerous changes and a complete overhaul are planned by the end of this year.

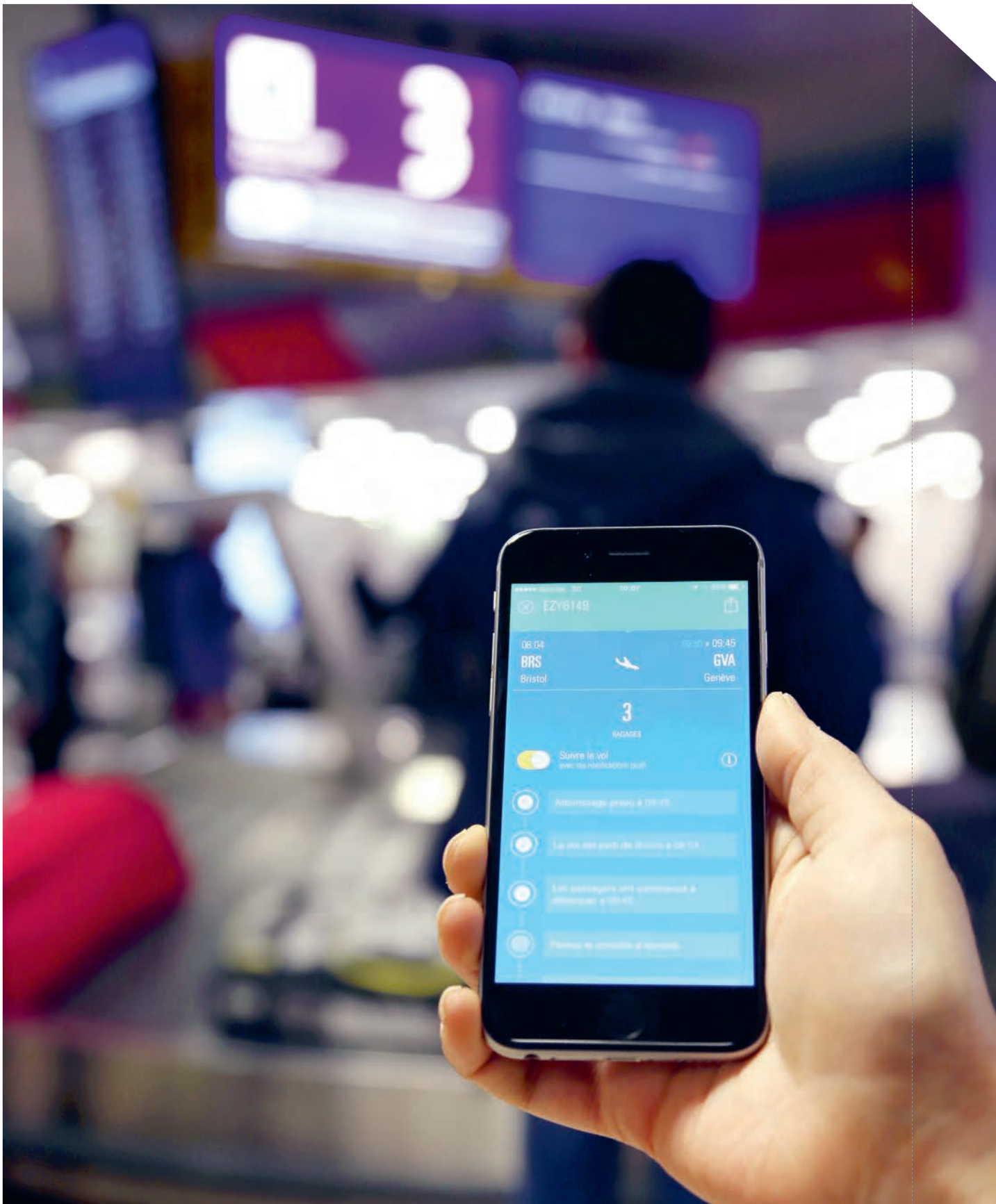
### GVApp

GVApp has also had growing success. The number of users has reached 186'580, up 10% compared with 2015. The number of sessions has also taken off, exceeding 3'600'000 (an increase of 50%). Among the new features developed this year are the ability to scan your boarding pass to access the airport's free Wi-Fi as well as a new ergonomic design that highlights the airport's businesses. At a glance, passengers

can find promotions and restaurant specials of the day. This free app provides valuable and specific help to travelers and their companions. It can follow the stages of a flight step

by step from check-in to landing. It also offers the ability to memorise where passengers leave their cars and to check the times of upcoming public transport departures from the airport.

Using geolocation (IOS) and interactive maps, it is easy to work out your location in the airport, as is finding the shortest path to a shop or boarding gate.



# 06

## GROWTH IN AIRPORT RESTAURANT REVENUES



In a generally unfavourable environment, the results of airport businesses were saved by the strong performance of the restaurants.

The recently introduced restaurant map turned out to be a major contributor to Genève Aéroport's strong financial results. In 2016, revenue from commercial activity was not proportionate to the increase in the number of passengers. Both structural factors (such as ongoing construction and a lack of space) and economic factors (such as a decrease in spending by Chinese and Russian customers, Brexit and a strong Swiss franc) had a negative impact on economic activity in general. The 'Food & Beverage' segment, boosted by its recent conceptual modernisation, was the exception.

### New developments

Following the 'Food & Beverage' call for tenders launched in 2015, 25 of the 29 restaurant points of sale were

renovated between May 2015 and June 2016. For example, the gourmet restaurant 'Le Chef' opened in 2016. Its cuisine, based on local, fresh and seasonal products, was inspired by Geneva chef Benjamin Luzuy. At the Food and Beverage Awards in Geneva in June 2016, this new brand received an award in the category 'best communications campaign on social networks.'

The Montreux Jazz Café, located in the arrivals zone, also received a makeover, completely revamped its menu and offers occasional live concerts. The Montreux Jazz Express, on the departure level in the transit zone, offers two types of service (seated dining and take-away) with an ambiance and decor that change with the seasons.

The Food Court, in a public zone on the departure level, was also completely transformed, with the arrival of a new McDonald's and new Thai, Turkish and Italian food concepts. The Food Court's

layout was modified, facilitating movement between points of sale and better spacing between tables. The Starbucks remained present in the new decor. The FRET restaurant was also renovated after being closed for more than a year, and currently welcomes both airport employees and the public.

### Other businesses

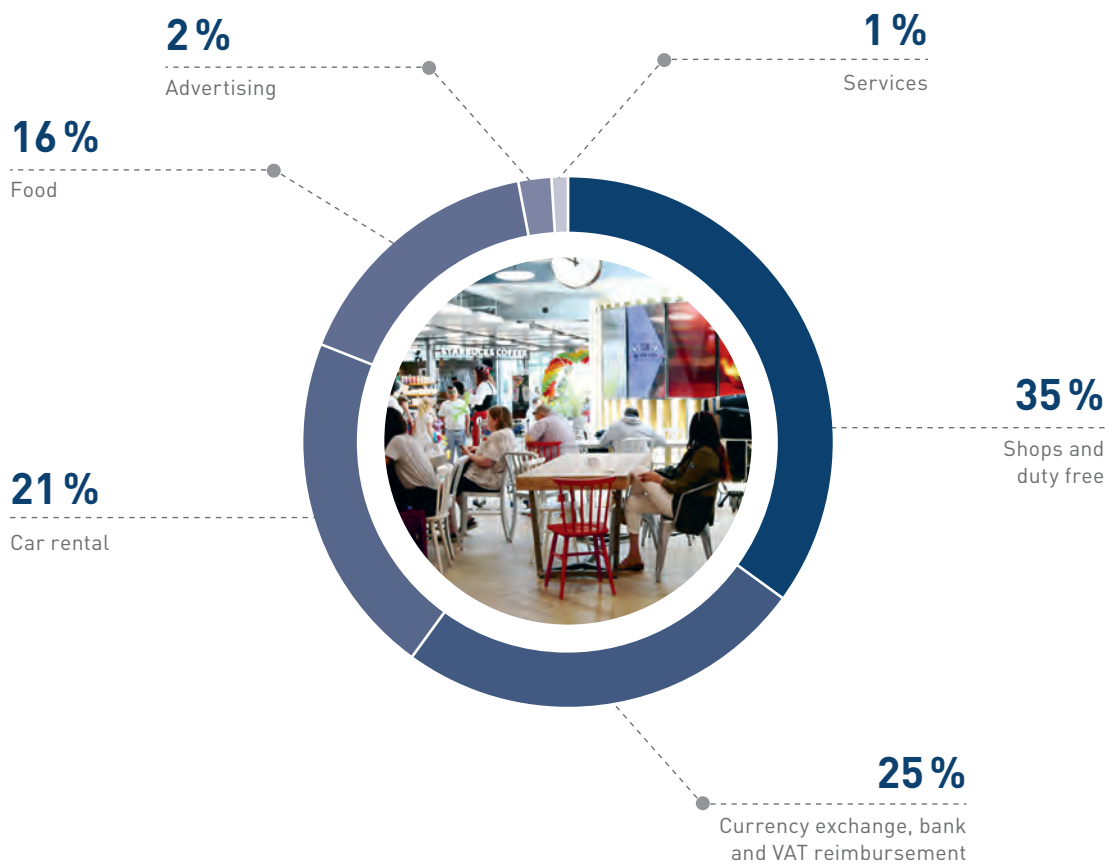
The concessionaire for the currency exchange locations began renovating its space. Kiosks were also added in the baggage claim area to reduce the impact of the facade construction in the check-in area.

The spaces occupied by shops on the departures level on the west side were rethought to respond to operational needs that will remain throughout the work on the facade. In the future, the shops will be aligned identically to offer better visibility to the commercial zone and the Food Court. An entertainment area will also be created to enhance the mood in these commercial spaces.

### Entertainment

In 2016, Genève Aéroport's commercial concessions organised various demonstrations throughout the year to showcase the diversity of airport businesses. All of these were offered for free to passengers, who were invited to participate in varied activities such as chocolate tastings, manicures, massages, explorations of Swiss products, and various games in which passengers could win gift certificates and promotional items.

From 1 January 2016, management of the commercial services of the airport's CFF train station was transferred to the CFF in accordance with an agreement between Genève Aéroport and the CFF.



# CUSTOMER SATISFACTION



Genève Aéroport works to improve the customer experience at the airport by ensuring quality and diversity in its destinations, services and products, as well as by facilitating their accessibility. In doing so, it relies on its human, financial and technical resources to assess, monitor and optimise customer and stakeholder satisfaction.

# 07

## TAKING CARE OF PASSENGERS IN 2016

In connection with the 'SatisPAXion' project, designed to prioritise customer satisfaction, a raft of measures has been implemented to respond to our customers' main needs.



My first is the Wi-fi connection that the Geneva airport provides to travellers. My second is to train staff in customer service. My third is to make airport users feel safe. My whole is the roadmap used by participants in the SatisPAXion program for 2016.

These priorities were determined using various qualitative studies conducted in 2015. They were partially addressed throughout the year.

### Case study

Noise, dust, detours, confusion... the site of construction on the main terminal facade, which began in June 2016, had all the ingredients for generating the kinds of situations that passengers dread. Starting from the need to protect and embellish the site with tarpaulins, Genève Aéroport seized the opportunity to create a stylistic area and

to tell its story through visuals that help it define its identity while at the same time responding to passenger needs in terms of comfort and signage. Beyond the immediate need for this first site, fundamental work bringing together the business's main components led to a longer-term reflective process. A brand book was created, which sets forth a number of rules for future use to ensure consistency over all visual communication. Gradually, communications on all media, whether visual or institutional, will be graphically aligned, so that Genève Aéroport's various centres of activity present themselves as a single brand.

### Wi-fi connection

Genève Aéroport's goal was to ensure continuous and consistent coverage over all of the airport's zones. To accomplish this, new relay-antennas were installed to boost existing connectivity. The welcome page for accessing Wi-fi was also redesigned to facilitate connection modes. The scanning of boarding passes using the GVApp was added to the existing possibilities: scanning the boarding pass at a dedicated kiosk, obtaining a code on presentation of a passport in the Visitor's Centre, or receiving a code by text message. In addition, 15 'Business Corners' have been installed near the boarding gates to provide passengers with a greater degree of comfort while they use or charge their electronic devices. They are all equipped with standard 220-volt outlets and USB ports. These connectivity areas are easily recognisable by the 'Business Corner' logo above them (see opposite page). They have been a clear success, and travellers began using them as soon as they were available.

### Customer service training

In various qualitative passenger studies, staff courtesy and more specifically, security agent courtesy has been emphasised. It is one of Genève Aéroport's strong points, with a grade higher than 4/5.

In order to maintain a high level of professionalism in this area, all active staff members who come into direct contact with passengers have been given specific pilot training programme aimed at providing a welcome that is adapted to the different types of passengers. Each contact with Genève Aéroport employees must be a positive experience for the passenger, and employees must feel that they are part of that experience. The pilot training program will be continued and the training will be given in shorter form to all employees who may have contact with passengers from time to time.

### A sense of comfort and safety

Genève Aéroport also wishes to make its passengers feel safe and comfortable. Passengers must be able to move through the various airport spaces in a serene and calming environment. To make this a reality, the airport has focused primarily on the portion of the passenger experience prior to going through the security checkpoint. To ensure that the process is as smooth as possible and to make the transition between the two zones fluid, a video tutorial is broadcast in a loop. It tells passengers exactly how to prepare to send their personal items through the X-ray machine and walk through the metal detector.

Additionally, Genève Aéroport and SEDECT have developed an innovative

tool to help passengers move through security and towards the boarding gates without any mishaps. The equipment, which looks like an ordinary rug, has state-of-the-art technology to detect metal in shoes. It indicates to passengers whether they must remove their shoes or whether they can go through security with their shoes on.

In addition to the time saved, passengers feel more comfortable because they are able to avoid setting off the metal detector's alarm and the potential search that may ensue. From the standpoint of the security agents, a decrease in the number of pat-downs also has an impact on their health, because it enables them to make fewer repetitive movements involving bending down and standing up.

**Custom-made**

In another effort to improve comfort, the seats in certain boarding areas will be changed. In 2016, several options were presented to travellers, who were

able to test them, make comments, and vote for the model they liked best. The chosen seats will be installed in the front boarding areas and in the GP+. The seats for the future East Wing have



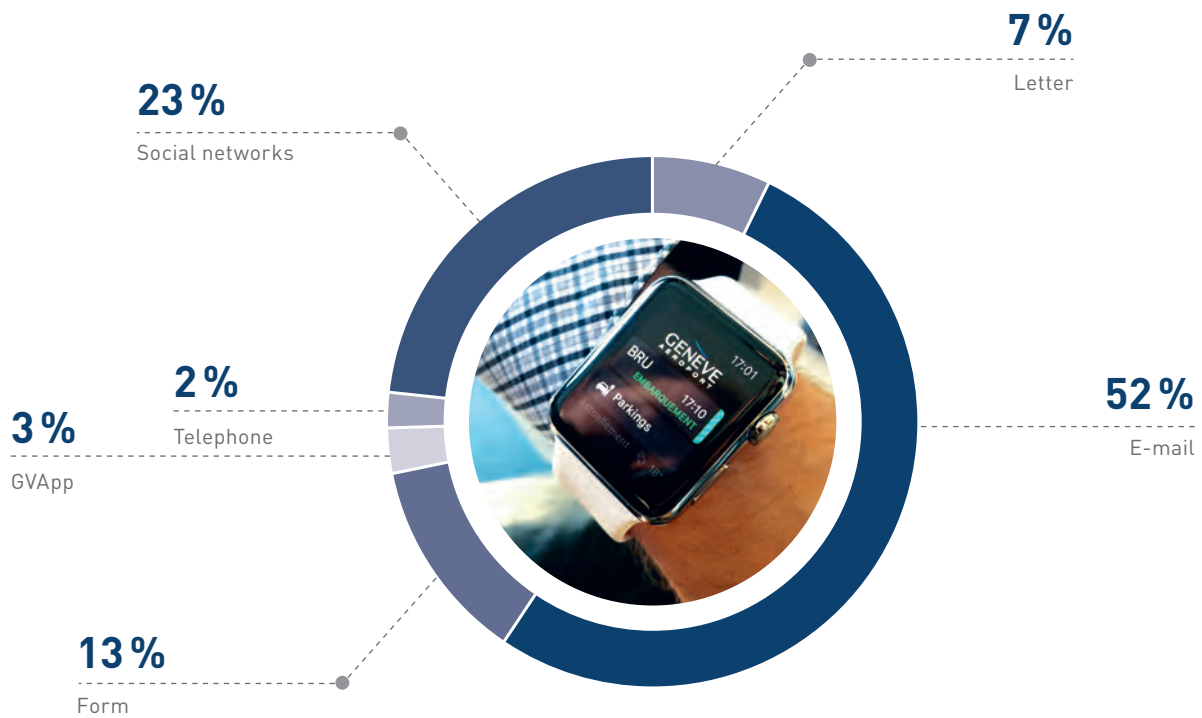
already been chosen. The lavatories are also being transformed. The new concept will allow passengers to place their carry-on luggage on overhead racks to protect it from getting dirty. The first toilets of this type have been completed between the Food Court and the security checkpoint on the departure level.

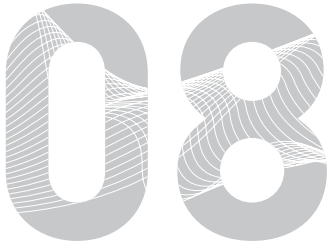
**Infirmiry and Children's area**

Passenger comfort also requires providing support when a passenger experiences a health problem. Genève Aéroport's infirmiry has been used more than 6'000 times, corresponding to nearly 4'000 hours, during which it has relieved the various complaints experienced by passengers or employees. Families also have access to a children's area located on the mezzanine level in the transit zone, which welcomed 13'679 small passengers in 2016.

With a view to greater transparency and better interactivity with its stakeholders, Genève Aéroport wants to show that it is listening to passengers and has therefore increased its communication with them. Thus, in 2016, 75% of information requests and complaints were transmitted by email or social networks. The other media used include a form found on the website, letters sent by post, the GVApp and telephone. [see below]

## COMMUNICATIONS CHANNELS BY TYPE OF MEDIA





# OPTIMISATION OF OPERATIONAL MANAGEMENT

European air traffic congestion and Genève Aéroport's confined facilities on the ground require an operational response in terms of process and organisation.

The construction of the new Airport Operations Centre (APOC), which is expected to take several months, began in the late autumn of 2016.

This space will bring together various members of key operational departments to improving their coordination. The centre will include representatives of the Operational Coordination Department, the Safety Department, SDM (Security Duty Manager), DTM (Duty Terminal Manager), ADM (Airport Duty Manager), Border Control command (corps des garde-frontières, or CGFR), the ground handling companies Swissport and Dnata, as well as, in the future, representatives of certain airlines.

## **Safety, security and performance**

The creation of this new centre will help reinforce Genève Aéroport's three priority areas: safety, security and performance. Bringing these different entities together in the same space will promote joint decision-making, instantaneous and identical information-sharing with all parties, cross functional coordination, and simultaneous management of both everyday operations and deteriorating situations. This new development will have an impact on operational punctuality, capacity, fluidity and efficiency, as well as on customer service and respect for the needs of local residents. The greater fluidity and punctuality of airport traffic will reduce disturbance, in particular noise pollu-

tion. For example, aircraft movements scheduled for before 10:00 PM will be less likely to end up generating noise during the nightly quiet period.

## **Adaptation**

The decision to create the new centre was based in particular on Eurocontrol's aviation traffic forecasts. A significant increase in aircraft movements in European skies is expected between now and 2030, which could saturate airport capacity. The creation of the centre is intended to partially combat these problems by maintaining the airport's current operational capacity to the greatest possible extent until new infrastructure provides additional capacity. The APOC must support the growth in the number of passengers and aircraft movements at the airport, ensure high-quality service during current and future construction phases, and minimise Genève Aéroport's negative impact on the European aviation transport network.

It permits fluid, real-time distribution of information to stakeholders concerning all airport operations. The APOC also relies on data transmitted by the A-CDM (Airport Collaborative Decision Making) system. This tool, which was implemented more than a year ago at Genève Aéroport, transmits information to Eurocontrol in real time regarding an aircraft's state of preparation and estimated time of departure. A-CDM thus facilitates an overall view of traffic in European airspace and more accurately predicts the consequences of a delay on an aircraft's route and on preparations on the ground for its arrival. It also benefits airports, airlines and the environment by reducing aircraft

waiting time at the runway threshold, cutting fuel consumption and exhaust and noise emissions.

A specific logo was designed to make the new centre a new, clearly identified entity.

## **General aviation and business aviation**

General aviation and business aviation are both major components of Genève Aéroport's activities. A minimum of four movements per hour is reserved for business aviation; these timeslots can be reserved online. Because this type of traffic is by its nature volatile and difficult to plan for, operators may give in to the temptation to reserve several timeslots for a single movement. These so-called 'speculative' reservations reduce the number of slots available for business aviation customers as well as for general aviation, therefore limiting access to Genève aéroport during periods of heavy traffic.

To combat this problem, Genève Aéroport is actively working with the Geneva Business Aviation Association (Association Genevoise de l'Aviation d'Affaires, or AGAA) to put measures in place to optimise the use of available timeslots. Some of these measures are primarily administrative. Another possible solution would require a financial guarantee to reserve a timeslot. Thus, a slot that is reserved and used properly would not be billed, while an improperly blocked slot would be billed to the operator.

These measures, on which the airport is working actively with the AGAA, are intended to maintain the airport's attractiveness for this aviation segment.

## NEW VERSION OF GENÈVE AÉROPORT'S EMERGENCY PLAN

Genève Aéroport's Emergency Plan (PUR-GA) is continually tested and modified, and annual exercises are held to verify its effectiveness and appropriateness. A new update went into effect in 2016.

### Complex coordination

The purpose of the PUR-GA is to specify the tasks and responsibilities of the bodies involved in managing deteriorating airport situations, emergencies and crises. It also describes the structure that Genève Aéroport has put in place to manage the airport in non-standard situations, as well as the processes for coordinating with its partners.

### Seventy emergency situations

Ten categories covering some 70 different emergency events have been iden-

tified and are described in PUR-GA. These situations, whose impact on airport operations may be more or less severe, range from a strong hurricane to an aircraft crash, building collapse or epidemic.

### Improvements in several areas

The 2017 version of PUR-GA contains several important modifications relating to the development of the new Airport Operations Centre (APOC), simplification of mobilisation instructions and functioning of PUR-GA staff, possibilities for improvement that were flagged during the 2015 BUTEO emergency exercise, and optimisation of coordination among operational partners.

Among the principal improvements in the 2017 PUR-GA, the most significant concerns the airport's crisis-management structure, in particular the integration of the APOC and a modified structure for PUR-GA's staff.

The increased authority of these crisis-management bodies was therefore reinforced and better structured.

### Management of deteriorating situations

Deteriorating situations are managed, in a first phase, by a unit led by the Airport Duty Manager (ADM), who gradually and proportionately use the operational, technical and specialised resources required. This newly created unit (the APOC unit) allows for the rapid inclusion of specialists, relevant partners and Genève Aéroport's communications department. In the second phase, if the emergency situation worsens or lasts longer, the PUR-GA staff is brought in. Its mobilisation and functioning have been simplified and the number of units has also been reduced so that the mobilisation can occur more rapidly.

### Communication and training

All PUR-GA documentation has been updated, in particular the instructions for PUR-GA staff units, which were substantially modified to include these new procedures. The Emergency Plan Coordinator played an important role with respect to communications and training for airport partners and Genève Aéroport employees.

## MORE THAN TWENTY ASSIGNMENTS PER DAY FOR THE SSA

In 2016, Alexandre Czech was appointed commander of the Airport Safety Service (SSA). The aviation fire department was called into action more than 7'600 times during the year.

The aviation fire department's barracks are equidistant from the two ends of the runway. This geographic location enables them to quickly reach any point on the runway or on the apron. Regularly audited by the Federal Office for Civil Aviation, the fire department must be able to respond quickly — it should be ready to fight a fire within three minutes after a fire alarm is sounded on an aircraft landing at Genève Aéroport. Of the 7'661 times that the SSA was called — more than 20 calls per day

throughout the year — not all were emergencies. More than four thousand of these events (4'103) were requests to secure aircraft while they were being refuelled with kerosene with passengers on board.

Some 2'873 medical calls (ambulances) were responded to at and outside the Genève Aéroport. The other calls consisted primarily of 'fire' and 'health assistance' calls (210), checks following the triggering of automatic alarms (197) and Nedex alerts (explosives neutralisation, removal and destruction), with 56 calls during the year, or more than one per week.

The professional aviation firefighters were also asked to maintain a precautionary presence at several external events such as the Salon de l'Auto, Swiss Car Event, SIBOS, Supercross and the Fêtes de Genève, to mention just the large events. These assignments represented a total of 295 days of engagement.

### Appointment of Commander Czech

The appointment of Commander Alexandre Czech on 1 August 2016 was a major turning point in the life of the fire department. Former Head of the surveillance department in the safety division, he was promoted to chief of the safety division of the operations directorate, commander of the SSA, and raised to the rank of captain. He is in charge of 110 employees grouped into six sections. His second in command is Patrick Sarrasin, who was the interim commander for several months before Mr Czech's appointment.

### Snow clearance

In close collaboration with the runway service, the SSA managed several snow alerts in 2016. On four occasions, it was necessary to implement the new snow removal procedure, which renders the runway operational within 25 minutes. In addition, a method for snow loading using snow blowers was introduced that speeds up snow loading on the apron.

# ECONOMIC SUSTAINABILITY



In synergy with its institutional partners and the participants at each stage of a trip, Genève Aéroport consolidates and develops its business model, and use of its know-how and its investments to pay the necessary costs to pursue its activities, while complying with requirements imposed by the authorities and anticipating changes in the scope of its activities.

# 09

## THE AIRPORT CONTINUES ITS TRANSFORMATION



Significant work was done in 2016 to consolidate, modernise and replace existing facilities. At the same time, new structures will be built to expand the airport.

Genève Aéroport, which is one of the oldest airports on the European continent, has several structures currently in need of significant work to comply with standards. Other buildings need to be enlarged to support growth in the number of passengers. Despite the airport's small footprint, new structures must be built, sometimes in difficult situations, to complete the construction while ensuring operational continuity under satisfactory operational and safety conditions. Finally, the effort to keep the airport's transformations consistent with sustainable development requires the construction of new facilities.

### East Wing

The construction of the East Wing, the airport's flagship project, officially began

with the symbolic setting of the cornerstone on 19 May 2016. This phase, called 'BAT 1' which consists of building the below-ground levels, will be followed by the 'BAT 2' phase, in which the building will rise above ground. This work-site is at the heart of the airport's 'East Sector' which has undergone significant preparatory work (including, for example, moving the customs road below ground) to make room for the future boarding areas for long-haul flights.

### THC worksite

In June 2016, construction began on the check-in hall's facade transformation (THC), which consists of pushing out the terminal's glass walls about six metres toward the outside. This work will provide an additional 1'000 square metres of space, useful to travellers as well as to airport partners and concessionaires. Expected to take until the end of 2017, this construction, which could potentially cause disturbance (such as noise, dust, and modified pathways)

was accompanied by communications support, with the development of a dedicated digital space ([www.gva.ch/aerportenmouvement](http://www.gva.ch/aerportenmouvement)), and significant work in terms of customising the working areas. For example, the tarpaulins stretched over the front of the terminal were the first media used to display the airport's new graphic logo, which has been displayed on all projects since.

### Noise-abatement facility

A noise-abatement facility (shown on the cover of this report) designed for engine testing without causing nuisances for local disturbing local resident, was erected to the west of the facilities. This soundproofed hangar comprises perforated panels filled with glass wool, which muffles sound waves and reduces perceived noise by a factor of 100. Previously performed in the open air at position 19 (in the middle of the apron), these tests now have a smaller environmental impact.

### Aircraft positions and radars

Aircraft positions, with a final surface area of 21'000 square metres, sufficient for five aircraft, began to be fitted out (in the so-called 50 positions) to the east of the existing apron, to generate alternative parking by replacing positions that are inaccessible during the construction of the East Wing. A PSR (Primary Surveillance Radar) and MSSR (Monopulse Secondary Surveillance Radar) tower was built, in partnership with Skyguide, during 2016. The radar is now being tested and will become operational in October 2017.

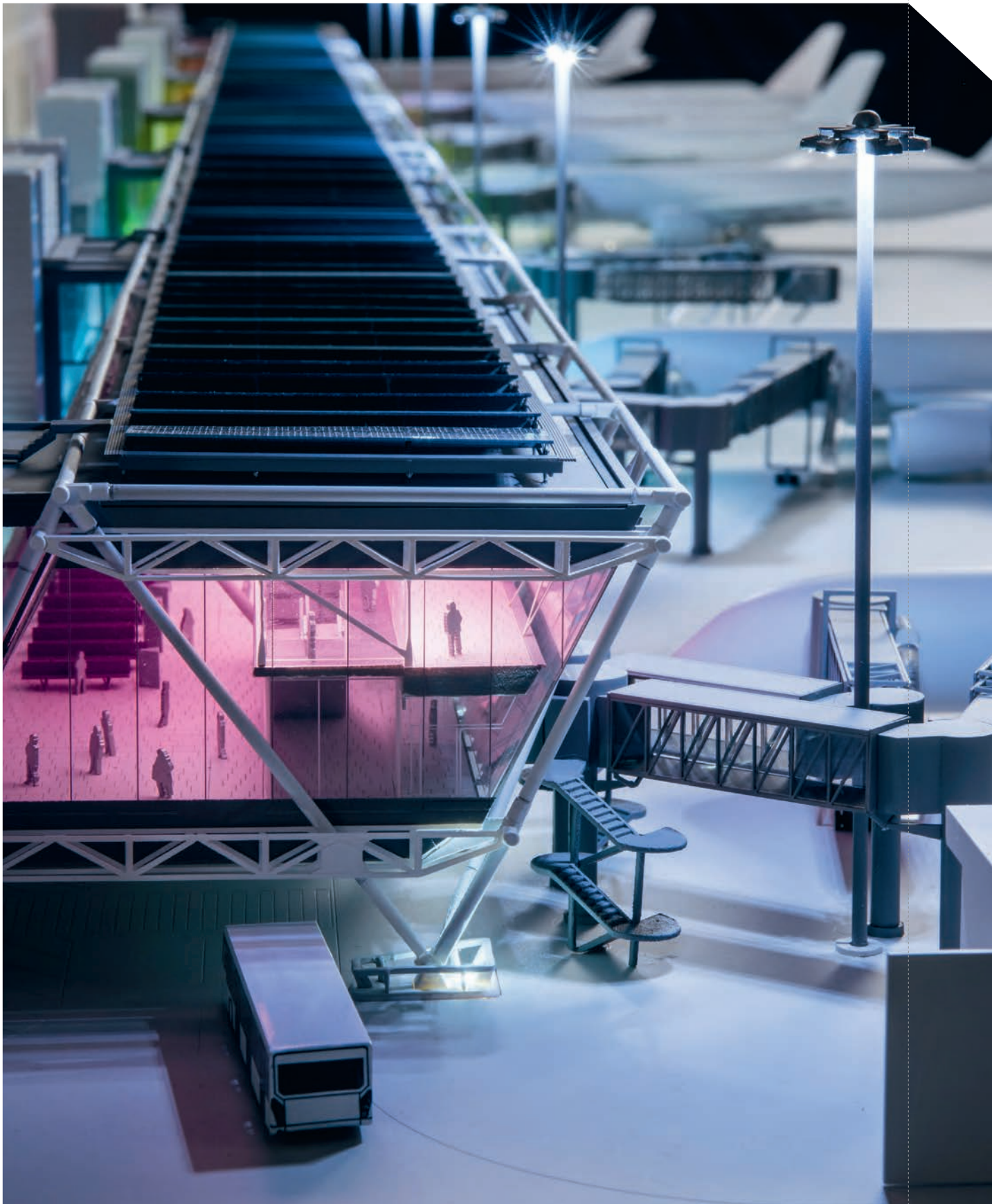
On the commercial aviation side, improvements were made to heat and sound retention in the large aircraft-maintenance hangars by changing their immense doors.

### Environmental equipment

Finally, ground was broken for a 9'500 cubic metre retention pond, which will collect water polluted by de-icing products, for treatment so that cleaner

water will be released into the Vengeron. Responding to the various strategic objectives recently defined by the company, these worksites are all marked by a passion for innovation (use of cut-

ting-edge technologies and materials) and sustainable development (energy efficient buildings and using renewable energies whenever possible).





## CERTIFIED COMPLIANCE WITH EASA'S SAFETY REQUIREMENTS

The European Commission has charged the European Aviation Safety Agency (EASA) with harmonising aviation security standards throughout Europe.

To do so, in Regulation (EU) No 139/2014 it established a set of requirements relating to the organisation,

operation and infrastructure of airfields under its authority. These requirements describe, in particular, the manner in which an airport is supposed to organise aircraft fuelling, firefighting services, periodic monitoring of runway condition, approach lights and snow removal operations.

Since Switzerland is a member of EASA, the requirements apply to some of its airfields, in particular those in Zurich, Geneva, Berne, Lugano and St Gallen-Atenrhein.

The Federal Office of Civil Aviation (FOCA) is carrying out an audit over several days

to verify that airport processes satisfy safety requirements and that the airfield operator applies these processes as they are described on paper.

Genève Aéroport is the first airport in Switzerland to receive EASA's certificate. Zurich, Berne, Lugano and St Gallen-Atenrhein airfields are expected to obtain theirs by the end of 2017.

The regional airfields of Sion, Grenchen, Les Éplatures, Samedan, Écuwillens, Lausanne, Birrfeld and Bressaucourt remain certified in accordance with the requirements of the International Civil Aviation Organization (ICAO).

## FIRST AIRPORT IN CONTINENTAL EUROPE TO BE ISO 55001 CERTIFIED

Genève Aéroport has received AFAQ ISO 55001 certification from AFNOR (the French Standardisation Association), which confirms the airport's use of internationally recognised best practices in managing its facilities.

By putting in place a system for integrated management based on performance evaluations and continual improvement, the new ISO 55001 stan-

dard, an asset-management system, is a measure of skill. It proves the existence of solid processes for the technical, administrative and financial management of assets. It guarantees rigorous, supported, reliable and efficient asset management.

This certification is the culmination of a long process of analysis, adjustment and awareness-building begun more than four years ago. It also represents the starting point and structural framework for the implementation, perpetuation and continual improvement of Genève Aéroport's asset management system. Leadership and corporate culture are essential factors in obtaining the certification, and com-

mitment at all levels of responsibility is essential to integrate and successfully use these good practices for asset management.

The auditor commended the airport's integrated approach and structure, which optimise costs over an asset's life cycle. It was also noted that the alignment between Genève Aéroport's objectives and the asset management system was strong. Thus, Genève Aéroport has proven its ability to effectively and sustainably manage its physical assets, on a basis that includes the criteria of criticality, risk and performance. And it has become the first airport in continental Europe to obtain ISO 55001 certification.



# 10

## HOLISTIC, ENVIRONMENTALLY CONSCIOUS MANAGEMENT



Management of the airport requires balancing many needs, while strongly weighting factors related to the environment.

Genève Aéroport implemented numerous environmental measures during the 2016 fiscal year. In so doing, the airport's management signalled its intention to move towards holistically managing airport activities, taking into account aviation-related impacts on the environment, the people who work there and on those who live nearby. Genève Aéroport has prepared a full description of the actions taken as part of its environmental policy over the past two years. This is the subject of the company's Sustainable Development Report\*, which was published at the end of 2016 and is available on the airport's website.

The airport took numerous actions in 2016 to reduce the perception of noise generated by the airport (such as ins-

talling a noise-abatement facility, soundproofing homes in the area and limiting opposite-direction runway landings in the late evenings), to improve the airport's waste-management programme, to support the transition to electric vehicles on the apron, to promote soft mobility and to launch an industrial ecology project.

### Noise-abatement facility

In December 2016, the airport authority opened a noise-abatement facility. High-powered engine tests, which must be performed after aircraft maintenance operations, are conducted inside the facility. This reduces noise pollution by a factor of 100.

Previously, these mandatory tests had been conducted in the open air, at an aircraft position in the middle of the apron that is now inaccessible due to the construction of the East Wing.

For this reason, the airport decided to build a special facility to the west of the new construction.

The walls of the noise-abatement facility are covered in sound-absorbing panels. Perforated with thousands of small holes filled with glass wool, the panels reduce the noise released to the outside by 20 decibels.

The facility can accommodate C-code aircraft (such as the A320), which are the largest aircraft on which maintenance is regularly performed in Geneva. In addition to protecting local residents from noise pollution, the facility also increases operational safety by reducing the risk of jet blast. Moreover, the outside of the facility is covered with 1'600 square metres of solar panels, which have been producing 230 MWh/year since April 2016 – equal to the energy consumption of 60 four-person Swiss households. The building, which is also architecturally noteworthy, cost Genève Aéroport CHF 16 million and will enable the airport to eliminate most open-air engine tests (of which there were close to 350 in the southern area of the airport in 2016).

### Soundproofing homes

At the same time, Genève Aéroport continued its programme to soundproof homes near the airport using appropriate window insulation.

This will be completed over several years for the Swiss towns in the area. In the town of Ferney-Voltaire, a specific programme to financially support soundproofing was implemented and will be completed in 2017. Since 2004, Genève Aéroport has invested close to CHF 54 million and has helped soundproof 3'640 homes in local Swiss and French towns (Ferney-Voltaire).

### Traffic information site

To improve its communication and contact with local residents, Genève Aéroport created a new webpage



devoted entirely to monitor aircraft noise emissions. The webpage provides information about aircraft movements and the noise that they emit.

This initiative was developed in collaboration with the Consultative Commission for Action to Combat the Troublesome Effects of Aviation Traffic (CCLNTA), which includes both experts and representatives of the Geneva government and of the towns located near the airport on both sides of the border. The data gathered on the interactive site uses a new interface, the Aircraft Noise Identification and Measurement System (Système d'Identification et de Mesure du Bruit des Aéronefs, or SIMBA). SIMBA replaced the previous system, which had not been updated since 2003. The system makes it possible not only to monitor airplane noise, but also to aggregate the information and provide it to local residents and airport users.

The site includes general information on noise measurement, legal provisions

and updated information on aircraft movements. It forms an important link between the airport and local residents for communicating about the noise generated by the airport's activities.

The tool may also be used to look up the results of measurements taken by a network of microphones placed around the airport, either in real time or afterwards.

#### **Limits on opposite-direction landings**

Genève Aéroport has maintained limits on opposite-direction landings between 10:00 PM and the start of the nightly quiet period. This pilot project, which was initiated in 2015 and will be renewed in 2017, has reduced opposite-direction landings by 80%. Based on an assessment by the air traffic controller (Skyguide), under certain conditions aircraft may land facing opposite to the usual runway direction, to avoid an approach manoeuvre that takes longer and uses more fuel. However, this widespread aviation

industry practice may generate noise pollution at opposite ends of the runway simultaneously. Limiting the practice can preserve peaceful conditions for at least some local residents beginning at 10:00 PM.

#### **Waste management**

Genève Aéroport has continued to pursue its waste management policy throughout the airport. As a result, the recycling rate has increased by one point, to 42% across all facilities, with a high of 49% in the main terminal (an increase of four points compared with 2015).

Moreover, a sorting system specifically for waste generated by aircraft was implemented in 2015 through a pilot project conducted with easyJet. The experiment was successful and was expanded in September 2016 to include all airlines.

Finally, the airport partnered with Terre des Hommes to collect used mobile phones to recycle the various materials used to make them.

### Mobility and electric mobility

The fleet of buses operating on the apron was expanded to include four electric buses in 2016. Two were diesel buses that the airport already owned and retrofitted to replace their diesel motors with electric ones, while the other two were built as electric buses and acquired by the airport. This initiative is part of a more general policy to actively promote electric mobility within the airport's fleet of vehicles and machines. For example, the ground handling company Dnata acquired three electric ladders. In 2016, 22% of all vehicles belonging to the businesses active on the airport site were electric, with a goal of reaching 40% by 2020.

### Alternatives to individual transport

To promote the most ecologically responsible modes of transport, Genève Aéroport encourages the employees of all on-site businesses to commute

by public transport and partially subsidises UNIRESO or CFF passes for all staff who give up their airport parking spots. Employees who work at night may also use the Airport Staff Shuttles (Navettes Personnels Aéroport, or NPA), which again expanded this year to include three new on-call shuttles (out of a total of 18) and a new scheduled shuttle (from a total of five) targeting a area in Old Town Geneva and another in Petit-Saconnex. In 2016, more than 57'000 people were transported to and from the airport site (a 13% increase compared with 2015).

Genève Aéroport also encourages carpooling, offering certain benefits to employees who commute to work together in one car. In 2016, Genève Aéroport developed a system to give carpoolers access to parking spaces that are closer to where they work without paying for the hours during which they are parked.

### Industrial ecology programme

Genève Aéroport has set up industrial ecology workshops to which it has invited the various concessionaires active at the airport. This project, spearheaded by Genève Aéroport, is intended first to identify the flow of matter and energy across all airport activities, as well as the needs of the site's economic bodies. Using a participatory approach, the next goal is to identify potential improvements to meet the businesses' actual needs, and then to implement actions that provide added operational and environmental value.

Nothing like this has ever been done at an airport; the project therefore represents an innovation on an international scale.

*\*[www.gva.ch/publications](http://www.gva.ch/publications),  
Institutional publications*



# COMMITMENT TO RESPONSIBLE VALUES



With a long history that it shapes and that continues to tell, and in accordance with its missions, objectives and strategies, Genève Aéroport promotes the values of economic, social and environmental responsibility. It tries to embody these through its staff, share with its partners and stakeholders, and that apply consistently in all of its short, medium and long-term actions.

# 11

## THE THREE SEASONS OF 'I FEEL GOOD'



Under the leadership of the Safety Office, since 2015 Genève Aéroport has conducted an 'I feel good' campaign to raise employee awareness of preventive measures to promote workplace health and safety.

The 'I feel good' campaign has covered three seasons (one per year since 2015) and responds to Genève Aéroport's commitment to being a responsible business for its employees.

In 2015, the first season's themes were slip-and-fall accidents and workstation ergonomics.

The second season, which took place in 2016, concerned food and movement. Employees were invited to breakfasts with a dietician who was available to coach them and guide them nutritionally, if they so desired.

Under the leadership of Norbert (the host of Top Chef), helped by airport staff, several recipes were developed. The chef's skills were immortalised in tutorials filed by Genève Aéroport's video department and then posted on the intranet and social networks. An event was held on 5 October 2016, in which Norbert and his team of assis-

tants served breakfast to passengers. Employees were also given the opportunity to work with athletic coaches to participate in sports events.

In addition, in early autumn a nocturnal sports event, the Aérothon, was held on the apron and runway. Employees of Genève Aéroport and of its partner businesses at the airport site were able to participate in this event, either running, cycling or Nordic walking.

In 2017 the campaign will focus on wellbeing, stress management and relaxation.

## AÉROTHON FOR THE RED CROSS

On the night of 15 to the 16 September, Genève Aéroport opened its runway and apron to airport staff for a sports event.

Each participant sought third-party sponsors and tried to cover as many kilometres as possible either running,

walking or biking to raise money for the Geneva Red Cross.

The race began at a 00:15 and lasted until 04:00 in the morning, giving the operations teams sufficient time to prepare the runway and apron to return to their primary purpose.

A total of 733 Geneva airport site gathered in an area normally reserved for aircrafts. They covered 8'400 kilometres

in all. To increase the humanitarian impact of the sports event, each participant was asked to find sponsors to donate a certain amount per kilometre.

The funds raised were donated to the Geneva Red Cross in the name of Genève Aéroport for a total of CHF 67'000 (of which CHF 50'000 was from Genève Aéroport, in particular due to the support of numerous sponsors at the airport).





# A RESPONSIBLE BUSINESS

In 2016, Genève Aéroport crossed the 1'000-employee threshold. To structure staff professional development responsibly, since 2016 the airport has offered two types of employee reviews, focused on skills management and professional development.

Thirty-six new employees now work for the public entity. They are located primarily in the Infrastructure Department and the Runway Office, to support the completion of various works in progress throughout the airport area.

## Reviews

During the year, Human Resources implemented a policy designed to continually motivate employees while promoting their skills development. Staff were invited to participate in two types of annual review, a 'development' review aimed at reviewing the past year and setting objectives for the future, and a 'skills' review to take place at least every two years and designed to help the employee understand the specificities of each profession and the changes that have occurred in that profession, so that he or she feels prepared to manage change. All supervisors received specific training to enable them to best support their employees in this process. Almost all of the skills profiles, the training cata-

logue and access to individual profiles, are on a single platform.

## Labels

Genève Aéroport again received the '1+pour tous' label, which recognises companies that prioritise, all skills being equal, recruitment of the unemployed or jobseekers and therefore commit to integration through jobs in Geneva. The airport has also obtained the 'Swiss Olympic' label, awarded to companies that hire apprentices who are training for elite sports, modifying their working hours to meet their training constraints. It has also reviewed all of the determinative criteria to enable it to maintain the Friendly Workspace label in 2017. This label is granted to businesses that successfully implement health management in the workplace.

## Staff of other airport-site companies

In terms of workers' rights on the airport site, Genève Aéroport requires all organisations holding operating concessions, 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 for Work Inspection and Labour Relations (OCIRT), to comply with current profes-

sional practices in the canton.

With respect to workers' rights protection on the airport site, in 2014 Genève Aéroport decided to ask concessionaires to provide it with an annual labour 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 companies, labour unions, Genève Aéroport, and the state (DSE and OCIRT), is responsible for reviewing working conditions at these companies on the airport site. At the end of 2015 the CSME strengthened workers' protection for companies holding concessions. This was done by introducing a clause imposing a penalty on any concessionaire guilty of a serious breach of its working-condition obligations. Furthermore, Genève Aéroport agreed with OCIRT to add a clause to its concession terms that releases the competent authorities from their duties of confidentiality when dealing with Genève Aéroport.

Thanks to this clause, OCIRT and/or its joint authorities have the right to disclose to Genève Aéroport all information about its contractual partners and their subcontractors relating to worker protection without fear of being accused of violating professional secrecy.

## EVOLUTION OF WORKFORCE

	2012		2013		2014		2015		2016	
	F.T.E.	Pers.	F.T.E.	Pers.	F.T.E.	Pers.	F.T.E.	Pers.	F.T.E.	Pers.
Employees with permanent contracts	770,9	809	793,2	836	816,2	858	859,6	908	<b>911,44</b>	<b>964</b>
Monthly auxiliaries with temporary contracts	38,5	49	35	46	50,3	64	41,9	52	<b>25,50</b>	<b>31</b>
Apprentices	5	5	7	7	5	5	7	7	<b>7</b>	<b>7</b>
Total	814,4	863	835,2	889	871,5	927	908,5	967	<b>943,94</b>	<b>1002</b>

# 13

## AN ACTIVE PARTICIPANT IN THE REGION'S ATHLETIC, CULTURAL, SOCIAL AND COMMUNAL LIFE

Genève Aéroport has a dynamic and structured policy of supporting organisations and projects in the athletic, cultural, touristic and humanitarian fields.

In order to maintain its ties to local residents, the French-speaking cantons and the cross-border regions, Genève Aéroport supports a large number of organisations with regional roots.

Each year, more than CHF 800'000 is allocated to non-profit organisations that satisfy the company's values and distribution criteria. Genève Aéroport thereby demonstrates its commitment to serving the region, in addition to its primary mission, which is to connect the country and the region to major political and economic centres, as well as to the international aviation transport network.

### Principal commitments

In the athletic sector, principal support goes to the Lions de Genève (basketball), the Genève Servette hockey club, the Swiss Tennis Open (wheelchair tennis) and Team Genève.

In the cultural area, the primary recipients are the Chamber Orchestra of Geneva, the Caribana Festival, the Festival Vernier sur Rock, the Forum Meyrin, the Théâtre de Carouge, the Festival Tous Ecrans and the Annecy International Animated Film Festival.

With respect to tourism and the economy, the subsidies mainly go to the Geneva Lake Festival, Forum des 100 and the Alfa ACI.

In terms of charitable giving, the Geneva Red Cross, Terre des hommes, Friends International and Handicap International are the principal beneficiaries of Genève

Aéroport's corporate sponsorship policy. Four giant piggy banks are distributed throughout the terminal so that passengers can drop in their change or express their generosity. Genève Aéroport matches all amounts donated by passengers, with the result that since 2009, CHF 250'000 has been delivered to the Geneva Red Cross.

Genève Aéroport's management and staff regularly choose a citizen challenge to announce.

In 2016 the collective goal was to raise money through the nocturnal Aérothon race located on the airport's apron and runway. Airport employees requested sponsorship per kilometre. They covered 8'400 kilometres on foot or by bicycle during the nocturnal quiet period, raising CHF 67'000 for the Geneva Red Cross.



# 14

## OPENNESS, DIALOGUE, RESPECT AND TRANSPARENCY

Genève Aéroport's institutional communications are now managed by an autonomous communications department using multiple channels, in line with the company's values and strategic objectives.



How many passengers will pass through the Geneva airport in the next 15 years? What facilities will be needed to provide them with satisfactory comfort and safety? Will this traffic have an impact on local residents' quality of life? On their health? On the fluidity of ground traffic at the front of the terminal?

All these questions are currently being discussed as the company works to define Genève Aéroport's Sectoral Aviation Infrastructure Plan (SAIP) [see inset]. Numerous stakeholders have grown increasingly interested in the development of aviation facilities. Questions relating to corporate governance have become more relevant. Requests for information have become more specific. The need to explain the

airport's governance and operations has become more pressing. Efforts to satisfy these demands from the institution's stakeholders began with an uncompromising look at our communications record, and with energetic decision-making.

### Restructuring

At various levels of the airport authority, management was convinced that the airport needed to rethink the way it functions.

A department in charge of institutional communication was created at the beginning of 2016. Its team began with members of the Marketing and Communications Division (which has been renamed the Marketing and Business Development Division) and members of the Press Office (media relations and video office) and then added new employees of varied professional backgrounds. The new department took over management of social networks (Facebook, Twitter, LinkedIn, Google+, Youtube and Instagram) as well as of the airport's digital platforms (intranet and extranet). A coordination committee was created between the Communications Department and the Marketing and Business Development Department to manage the Internet platform to serve all of the company's needs.

### Crisis communications

During its first year of existence, the Communications Department focused mainly on training its members (postgraduate education and enrollment in bachelors' degrees as continuing employee education, participation in conferences, exchanges with other companies). Since the 2015 BUTEO emergency exer-

cise demonstrated progress in this area, we prioritised structuring the crisis communication management processes. This effort will continue over the coming years' exercises, and will be modelled on work done at the cantonal level (with the State-level reform of crisis communication management) and at the federal level, with exercises planned for 2017.

### CASAI Geneva Group

The surname Casai—from the name of Geneva Councilor of State Louis Casai (1888-1955), a key player in the history of the airport's development—was used as an acronym for a working group called the Cadres Associés de l'Aéroport International de Genève (Associated Managers of Geneva International Airport). This group met from time to time throughout the year, bringing together representatives of various departments and offices to discuss cross-functional issues and promote the development of a strong company culture within the communications group. The group gave rise to communications projects promoting transversality and openness toward the company's partners.

### Coordination

During the last months of 2016, the company's corporate governance reform, as approved by the Board of Directors, was applied to the communications department. Information exchanges between senior management and the board accelerated. Cooperation on strategic projects with the State, which, through the Department of Security and the Economy (DSE), owns the airport, took the form of regular bilateral meetings.

From 1 December 2016, the head of the communications department became an associate member of the airport's management.

### Holistic approach

Just as the airport itself now takes a holistic approach to development, taking all aspects of growth into account, Genève Aéroport's ins-

titutional communication will include all of its stakeholders in its strategy—employees, partners, clients, its shareholder and its directors, as well as local residents and residents

of its catchment area. It will do so while pursuing the company's strategic objectives, guided by the values of openness, dialogue, respect and transparency.

## THE SAIP, ACCELERATING STRATEGY

The SAIP is the Swiss Confederation's civil aviation planning and coordination instrument. It sets binding objectives and requirements relating to Swiss civil aviation infrastructure. The SAIP includes a 'conceptual' part, which sets forth general objectives and requirements concerning Swiss civil aviation facilities and defines the network of aerodromes, specifying the location and function of each. The Swiss Federal Council adopted this part in October 2000.

The other part, 'objectives and requirements by facility,' sets forth requirements specific to each facility based on the conceptual part. This second part includes mandatory terms concerning the aerodrome's operations and boundaries, noise exposure, the obstacle limitation area, the protection of

nature and the landscape and equipment. These documents also describe impacts on the land and the environment.

The federal authorities and the canton of Geneva have been working for several months with Genève Aéroport's management to define Genève Aéroport's SAIP document. To define the boundaries within which the airport may evolve over the coming years, a private firm has been hired to assess the demand that the infrastructure may need to meet. The response, confirmed using various calculation methods, shows 25 million passengers by 2030. This figure, released without additional information, understandably caused consternation among local residents. Environmental organisations followed, questioning the airport's development. Political parties relayed their complaints, and citizens made it known that they wanted to be included in the conversation. Certain incomplete or erroneous information began to circulate, which sometimes gave an inaccurate picture of this pro-

cess and of the projects underway.

The groundswell triggered by the sudden surge in ethical, environmental and energy awareness presented the airport with an opportunity. Instead of criticising the voices raised against it, the institution looked into its own way of communicating. The foundation was laid throughout the 2016 year; under the leadership of the new senior management, it will be supplemented through additional actions.

Reporting to the CEO's chief of staff, at the end of 2016 a director of external relations and a deputy for aviation affairs sketched out the contours of the projects underway to improve relations with Genève Aéroport's partners from the economic, political and aviation sectors. Whether in Geneva, or in the rest of Switzerland, and in each of the world's great cities hosting forums, summits, salons and general meetings of umbrella organisations where it made sense for representatives of the airport to be present, to ensure that it was represented and developed in a coordinated way.



## #SERVICES AND #DIGITALSUCCESS

Vineyards planted north of the airport to produce 'Golf Echo' wine, as Geneva's initials in the aviation alphabet? Praised by a high-end food critic, the news spread like wildfire. It was the 1 April 2016! The 'April Fool's day' nevertheless enabled the airport to communicate about the quality of its biotope, its biological diversity, and its flora and fauna.

A contest organized to celebrate the 50'000<sup>th</sup> fan of Genève Aéroport's Facebook page permitted 30 participants to win a tour of the facilities and security department of the Airport Safety Service (SSA). It was 1 April 2016: they saw the all-new film directed by the Communications Department

about its activities. As of 31 December 2016, the number of fans exceeded 53'000 (or 44 % more than the previous year). During the year, 65 million people were reached through this network.

After the success of its *#flashmob* in 2015, and with the kind cooperation of its main airport partners, Genève Aéroport organised a very successful *#MannequinChallenge* (420'000 views by 31 December), strengthening ties with its fan community and making itself known beyond the circle of aviation enthusiasts. The exercise also had one educational virtue: it introduced the greater public to all the trades involved in activities on the ground.

The press conference organised around the publication of the 2015 annual report and the financial results for the previous year marked the first time that a com-

pany event was covered by *Live-Tweets*. With the groundbreaking of the East Wing, the takeoff of the Olympic flame for Rio, and a harp recital organised in the boarding area in honour of the music festival (fête de la musique), Genève Aéroport took its first steps using *Periscope* (live video streaming app on Twitter).

Functioning as a 'communications agency' within the company, the Communications Department has helped various airport partners with **strategy, communications, text production, video production and graphic design.**

Those helped include the commercial concessions, Safety Office, Operations, SSA, the Marketing & Business Development Division and Human Resources.



# #MannequinChallenge

# 15

## EXTERNAL RELATIONS

In 2016, Genève Aéroport intensified its interactions with its stakeholders and increased its exchanges with its aviation, political and economic partners as well as with local residents, at international, federal, cantonal and municipal levels.



Maintaining an ongoing balance between the local and the global, Genève Aéroport is involved in numerous campaigns at international, national,

cantonal and municipal levels. Its managers, in charge of various matters requiring contacts at different levels, have taken an active part in various discussions.

### International policy

For example, Genève Aéroport was involved in defining new European standards within the Airports Council International (ACI) Europe. In its capacity as a European airport with a broad reach, Genève Aéroport has worked to ensure that the standards adopted by the legislature remain consistent and rational, both operationally and from the standpoint of customers and aviation partners. In addition, Genève Aéroport has hosted several other airport delegations. Discussions have included such topics as Genève Aéroport's recognised environmental management, its approach to sustainable development and its operational practices.

### National policy

At the national level, Genève Aéroport, represented by its supervising minister,

Pierre Maudet, took part in a conference in November in Zürich on the importance of aviation for the economy. This exercise brought together the main players in Swiss aviation alongside Federal Councillor Doris Leuthard, in charge of aviation-related issues. The participants noted the importance of the aviation sector for the Swiss economy, while acknowledging the need to couple its development with attention to environmental concerns. At the same time, Genève Aéroport provided its expertise in connection with the revision of the aviation law currently being debated in the Federal Parliament.

### Local policy

Interaction with all of Genève Aéroport's partners grew, and in particular with the local municipalities, cantonal authorities and regional economic centres. Genève Aéroport will continue these consensus-building efforts as it works towards adoption of the SAIP (Sectoral Aviation Infrastructure Plan) by the Federal Council by the end of 2017.

## OFFICIAL VISITS AND DELEGATIONS

Serving the canton of Geneva and the Swiss Confederation through the global influence and image of International Geneva, Genève Aéroport hosted 4'443 official visits in 2016, including 98 heads of state, 43 prime ministers, 218 foreign ministers, 1'721 ministers and 717 royal families.

The events hosted in Geneva have included ceasefire talks between the UN, the HCR (UN High Commissioner for Refugees) and the participants in the Syrian war, as well as

discussions between the Turkey and the Greece regarding the reunification of Cyprus.

In June 2016 the photographer Mohammed Zouhri, who has borne witness to diplomatic activity large and small on the apron at Genève Aéroport, opened an exhibit in the halls of the Protocol Department, displaying a selection of shots tracing the history of Geneva International over several decades.

# 16

## RETHINKING GOVERNANCE WITH NEW TOOLS

The internal audit department, which reports to the Board of Directors, combined with a growing risk management team, overseen by senior management, support the business as it moves into a new era.

Genève Aéroport has hired skilled professionals to identify, analyse and methodically process all risks (whether internal or external) that could have a negative impact on the business's activities and prevent it from achieving

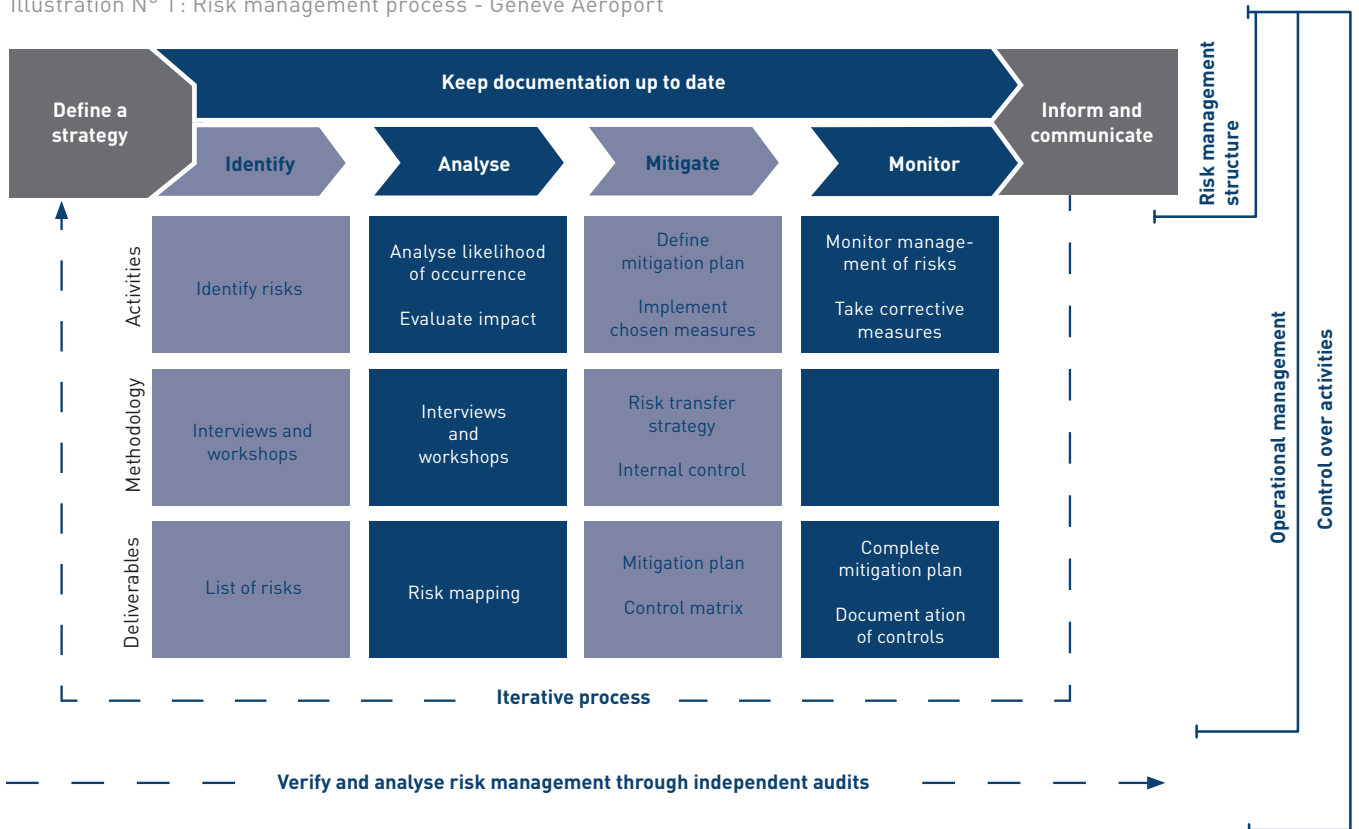
its strategic goals if they occur. Corporate risk management includes Genève Aéroport's internal control system, which consists of all of the activities, methods and measures integrated into existing processes to ensure compliance.

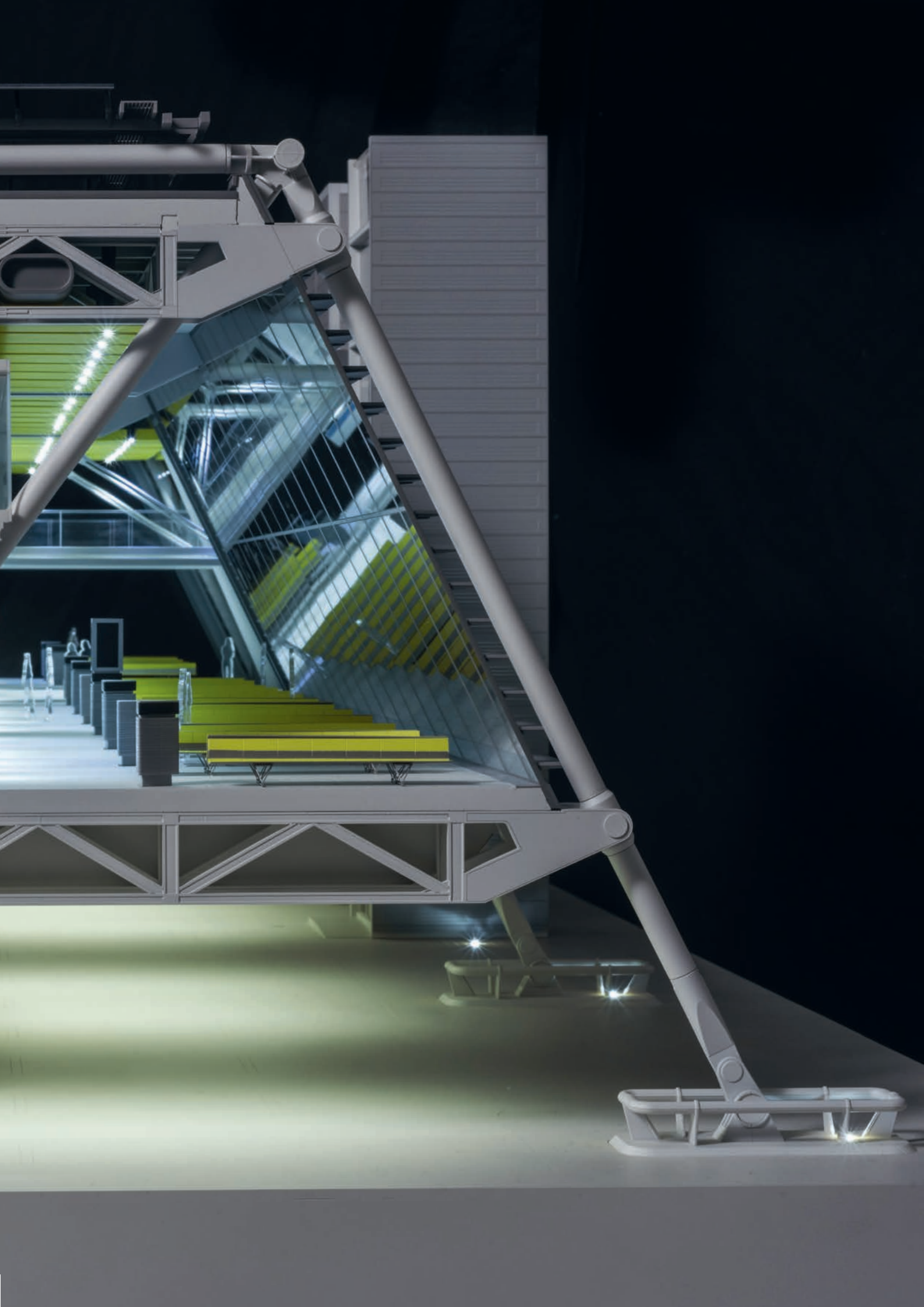
These procedures are part of a process of continual improvement and constitute a global approach to managing and steering the business's performance. They provide a supplement-

tal tool to help senior management make decisions, ensuring an efficient allocation of available resources and helping to identify missed opportunities and those remaining to be seized in the future.

Oversight of the risk management system and of the internal control system is carried out by internal audit, a new position reporting to the Board of Directors since 2016, as well as by independent audits.

Illustration N° 1 : Risk management process - Genève Aéroport





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**Design and content:** Genève Aéroport

**Layout:** Genève Aéroport

**Photo credits:**

Genève Aéroport and external photographers (Etienne Delacrétaz, Steeve Lunker, Frank Mentha, Pierre Albouy, Gregory Batardon, architectes.ch)

**Pictograms:** ©The noun project, Hea Poh Lin, Viktor Vorobyev, Rockicon, Mint Shirt

**Cover:** ©architectes.ch.

Printed in Geneva, Switzerland, by Atar Roto Presse SA, 2017.

**Paper:** Inuit ultra smooth, FSC Mixed, brillant white



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