



# ANNUAL REPORT 2017

GENEVE


AÉROPORT

GENEVE  
AÉROPORT



# ANNUAL REPORT 2017

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# KEY FIGURES



**78.9 million**  
in profit



**125.2 millions**  
in investments



**141**  
destinations



**466.4 million**  
in turnover



**1.037**  
employees



**89.012 tonnes**  
of cargo



**17.4 million**  
passengers



**58**  
airlines

# 01

## AUTONOMY OR THE TIP OF THE ICEBERG



Autonomy is freedom, freedom to think, to decide and to act. In 2017, Genève Aéroport has used this latitude suitably provided to us by the laws of Geneva at all levels. In a strongly regulated world, we are in talks with our regulator, the Swiss Federal Office for Civil Aviation, on a daily basis. Few important decisions are taken without this cooperation, which is a totally natural collaboration for us.

These daily contacts take place with a large degree of latitude, which allows Genève Aéroport to manage its affairs with common sense and pragmatism. In this spirit, the Board of Directors, in close collaboration with the Executive Management and the Supervisory Board, have worked intensively to be

fully informed, to validate, to audit and to take decisions.

Significant decisions are made with ease, without Geneva citizens even noticing. The very basis of the airport is seamlessly strengthened with every passing day. Behind the airplanes taking off, on the tip of the iceberg, painstaking work is constantly in place to strengthen Genève Aéroport. Planning permission procedures for building works and the management of passenger, baggage and aircraft are directly discussed with the Swiss Confederation.

To ensure consistency, the Board of Directors defines the strategic framework to facilitate this coordination. Hence the canton does not have to directly tackle these issues, thus enabling the enlargement of the terminal, the creating of new security control points and event commencing the renovation of the baggage sorting system. These are just a few of the acts that improve the quality of the airport's services and just as many responses that allow the infrastructure to guarantee the existence of Geneva International. The quality of Genève Aéroport protocol is recognised beyond Swiss borders, such as the modernisation of the infrastructures used every day by the heads of State who participate, for example, in the influence of Geneva city.

2017 marks a turning point in the strategic positioning of Genève Aéroport. This shift has a name: the aeronautic infrastructure sector plan (hereinafter PSIA). The airport's autonomy has facilitated the negotiation of this roadmap between the canton and the Confederation. Intermediary, attentive and active, Genève Aéroport has strengthened the link between its owner and its regulator. Without this flexibility tightly linked to its autonomy, it would not have been in a position to show that such a planning document was vital for investing over the next fifteen years.

Without this agreement with the authorities, planning investments would have been a hollow shell. With the PSIA, the future will show that this visible side of the iceberg was opportune. It will provide Genève Aéroport with the conditions of a new type of freedom: that of anticipating and responding to the needs of the airport's users.

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

**Corine Moinat**  
President of the Board of Directors



## MEMBERS OF THE BOARD OF DIRECTORS

**President :**

**Corine MOINAT**

**Premier Vice-President :**

**André KUDELSKI**

**Second Vice-President :**

**John TRACEY**

Pierre BERNHEIM  
Aurélie CHARILLON  
Alain de KALBERMATTEN

Jean-Marc DEVAUD  
Bertrand FAVRE  
Fabienne FISCHER  
David FRICK (until 13.01.2017)  
Olivier HOHL  
Jacques JEANNERAT

Patrick LUSSE  
Thierry MELLINA-BARES  
Magali ORSINI  
Karin PERRAUDIN  
David PIGNOLET (since 29.03.17)  
Eric STAUFFER  
Alberto VELASCO  
Nicolas VUILLE  
Sully-Paul VUILLE



Inauguration of the VIP protocol pavilion in the presence of François Longchamp, President of the Council of State.

## THE BOARD OF DIRECTORS IN SUMMARY

The Board of Director and the Governing Council both met on 7 occasions, while the commissions were working hard. Over some thirty meetings, they dealt with issues relating respectively to strategy, infrastructures, auditing and finances, administration and personnel, as well as gover-

nance. Additionally, an ad hoc commission was set up to ensure the follow-up of the recommendations taken by the Court of Auditors in its report with regards to the management audit on the governance of the major infrastructure project of Genève Aéroport.

# 02

## A KEY YEAR, AT OUR PASSENGER'S SERVICE AND LISTENING TO THE CITY



In 2017, Genève Aéroport has reinforced its actions to better satisfy our passengers. A 40% jump in investments has amongst other achievements, allowed us to improve waiting times at security control points.

The six-metre extension of the terminal towards the motorway and the construction of new centralised security screening (CSS+) or the modernising of the Schengen border crossing points have improved passenger flow towards the secure areas. Traditionally very busy in Terminal 1, the end-of-year holiday period clearly showed the importance of this commitment: the 27 million francs invested today provide a 20 minute reduction in waiting times during very busy periods at the airport.

And our efforts are going to continue. The three commercial areas closed last year will allow us to clear 400 m<sup>2</sup> of floor-space. From early July, this space will provide new security checkpoints to process 300 passengers per hour. Despite these choices based on necessity and the desire to offer our passengers the highest quality of service, commercial income continues its growth (+4.3%) through modernisation and in an effort to provide conviviality and proximity.

This visible dynamism is not hiding more long-term actions. Investment planning for the period to 2030 is in place, and is consolidated by significant innovation in financing, as the airport has contracted its first bond loan to the tune of 175 million francs with a coupon of 0.400% and for a 10 year duration. These initiatives were taken in a context of highly supported public debate. Genève Aéroport has in effect multiplied its presence at the heart of Geneva city by frequent consultation with the local population.

These actions allowed us to explain the strategic challenges of the airport, as important political deadlines approached. For example, during a large gathering last June in the heart of Geneva city, in the famous *Bâtiment des Forces Motrices*, the airport encouraged discussion on the challenges linked to the first aeronautical infrastructure

sector plan directed by the Confederation (PSIA), in tight cooperation with the Canton of Geneva. This initiative will be voted on through popular local referendum, this document will from that moment condition the future of Genève Aéroport.

It will influence the main operational decisions until 2030. These decisions may also rest on a renewed management team, as the airport's could from this point forward count on new directors in charge of operations, infrastructures and human resources.

In coherence with these redefined values, numerous milestones have already been set in place in the interest of the airport future, its passengers and the city of Geneva.

**André Schneider**  
Managing Director





From left to right : Giovanni Russo, Philippe Moraga, Christine Widmann, Massimo Gentile, Pierre Germain, Aline Vaglio, André Schneider, Jessica Silberman Dunant

## MEMBERS OF THE EXECUTIVE MANAGEMENT

**André Schneider**  
Chief Executive Officer

**Pierre Germain**  
Chief Commercial Officer

**\*Xavier Wohlschlag** (until 30.11.2017)  
Chief Operations Officer

**Giovanni Russo** (since 1.12.2017)  
Chief Operations Officer

**\*Olivier Deletraz** (until 30.11.2017)  
Chief Human Resources Officer

**Jessica Silberman Dunant**  
(since 1.12.2017)  
Chief Human Resources Officer

**Massimo Gentile**  
Chief Technology Officer

**Philippe Moraga** (since 1.9.2017)  
Director of Infrastructures

**Aline Vaglio**  
Chief Financial Officer

**Bertrand Staempfli**  
Head of Communication

**Marc Mounier**  
Head of Environment and  
Sustainable Development

**Christine Widmann**  
Secretary General and Legal Affairs



**\*Olivier Deletraz**



**\*Xavier Wohlschlag**

## ON THE BILL

### Corporate values chosen by the collaborators

The choice of corporate values has been a true job of joint team effort. With the support of a local start-up, some twenty workshops have united close to 260 collaborators between May and June 2017. This collaboration resulted in the definition of some fifteen values. In order to select the most pertinent ones, the collaborators voted on their preferred five. This entire process enabled us to identify eight values: quality, reliability, ecology, diversity, well-being, creativity, proximity and transparency.

These new values result in stimulating creativity and desire amongst the collaborators to be a part of the new pages to be written in the history of Genève Aéroport. In 2018, the corporate objective will be organised around these newly selected values. The collaborators will be asked to actively participate in bringing these values to fruition. All these values will be looked at more closely and fused: all personnel will be invited to give life to these values by contributing to and participating in original initiatives and events.

# 03

## FINANCIAL DISCIPLINE IN A STRONG INVESTMENT CONTEXT



Genève Aéroport achieved a turnover of 466.4 million francs in 2017 as well as a net profit of 78.9 million francs. The sound financial situation of Genève Aéroport is confirmed in 2017 with the issuance of a bond loan of 175 million francs and maintaining its level of borrowing to 224.6 million francs, in a context of sustained investment. Investments in 2017 have indeed reached the historical level of 125.2 million francs.

Net income for 2017 amounted to 78.9 million francs, down 2.4% or 1.9 million francs compared to 2016 (80.8 million francs in 2016). Activities at Genève Aéroport in 2017 allowed, excluding non-recurring items, to increase the net profit by 10 million francs. This good performance is, however, hampered by the negative impact on the profit and loss statement of several non-recurring expenses for a total of 12 million francs.

### Strong passenger growth

Turnover in 2017 amounts to 466.4 million francs, an increase of 4.8% or 21.1 million francs compared to 2016 (445.3 million francs in 2016). The share of aviation-related revenue in 2017 remained stable at 55.8% (55.9% in 2016), with no increase in aeronautical tariffs in 2017.

The growth of 11.5 million francs in aviation-related revenue in 2017 is mainly the result of the increase of 5% or 9.6 million francs in passenger fees. The latter is in line with the increase in the number of passengers by 4.95% in 2017. Genève Aéroport crossed the threshold of 17 million passengers in 2017 to reach 17.4 million passengers (16.5 million passengers in 2016).

The growth of 9.6 million francs in non-aviation revenue in 2017 resulted mainly from the performance of commercial fees, which grew by 4.3% or 4 million

francs in 2017. This growth is particularly noteworthy, as sales in this sector are generally declining. Genève Aéroport continues to see the positive results of its new commercial policy.

More generally, it should be noted that non-aeronautical revenues are no longer correlated with the growth of passengers, a trend that is confirmed, and that commercial activity, which is generally sluggish, is particularly affected by several factors such as the strong Swiss franc and e-commerce. In addition, income from rental activities increased by 22% or 4.8 million francs in 2017, following the purchase of a 33% share of the Swissair/IATA building at the end of 2016.

### Cost control

Operating expenses amounted to 293.1 million francs in 2017. Their growth of 4.9% or 13.6 million francs in 2017 is in line with that of turnover. Excluding non-operational and non-recurring items, operating expenses in 2017 amount to 290.4 million francs, an increase of 3.9% over 2016, lower than the increase in turnover. This illustrates finance discipline. Excluding non-recurring items, Genève Aéroport's hiring of 30 new full-time equivalent employment positions led to an increase in staff cost of 4.7% or 6.8 million francs. These new recruitments will accompany the expected growth of Genève Aéroport and the conduct of the major projects necessary to meet this growth. Moreover, the increase in security and safety costs of 30.4% or 6.9 million francs reflects the increased requirements in this area, to which Genève Aéroport responds by implementing the necessary operatio-



nal reinforcements while ensuring cost optimisation.

The 2017 EBITDA amounts to 173.3 million francs, an increase of 4.5% or 7.5 million francs compared to 2016 (165.8 million francs in 2016). The margin on 2017 EBITDA is 37.2%, remaining stable when compared to 2016. Excluding non-recurring items, the 2017 EBITDA margin is 37.7%. The increase of 2.7% or 2.1 million francs in depreciation expense in 2017 is in line with investments made by Genève Aéroport over the past few years. The increase in depreciation expenses will continue over the next years when the investments made to adapt the Genève Aéroport infrastructure will be put into service, in particular, the East Wing as part of the 2020 project.

In the context of favourable interest rates, Genève Aéroport has decided to refinance existing bank debt. The objective is to extend the debt maturity profile and lock in long term funding

cost by the issuance, for the first time in 2017, of a bond loan of 175 million francs. At the same time, the variable rate credit lines were reimbursed for 175 million francs and the interest rate swaps, which became ineffective in the context of negative Libor, were sold for 7.9 million francs.

The fair value reserve and the change in fair value of the swaps in 2017 have been fully recognised in the income statement. Apart from these exceptional costs associated with the settlement of swaps, debt restructuring reduces the interest expense by 1.9 million francs. The amount of interest-bearing debt amounts to 224.6 million francs as of 31 December 2017. It remains stable compared to 2016.

#### A healthy situation, the basis for the future development of Genève Aéroport

Genève Aéroport activity resulted in a profit of 78.9 million francs in 2017. Half of the net income will be paid to

the State of Geneva, pursuant to the law governing Genève Aéroport (LAIG). Over the past five years, Genève Aéroport has contributed more than 200 million francs to the state coffers.

Investment increased to 125.2 million francs, an increase of almost 40% compared to 2016, excluding the purchase of the Swissair/IATA building in 2016. Adapting the Genève Aéroport infrastructure will still require significant investment in the next decade.

Delivered sustainable growth and cash flow generation while maintaining finance discipline with a clear strategy for the future, allow Genève Aéroport to position itself favourably for obtaining future financing.

## KEY FIGURES

in millions of francs

	2017	2016
Turnover	466.4	445.3
EBITDA	173.3	165.8
Net profit	78.9	80.8
Operating cash-flow	186.2	182.0
Investing cash-flow	-119.0	-158.9
Net debt *	233.2	242.9

\* borrowings and other non-current and current debts, less cash and cash equivalents

## RATIOS

	2017	2016
EBITDA/Turnover	37.2%	37.2%
Net Profit/ Turnover	16.9%	18.1%
Operating cash-flow/ Investing cash-flow	156.5%	114.6%
EBITDA/Net Debt	74.3%	68.3%

## GENÈVE AÉROPORT'S FIRST BOND ISSUE

For the first time in its history, Genève Aéroport has decided to finance itself in the capital market. In the view of the banks that accompanied the airport, the operation launched on August 30, 2017 was a real success. It has met strong demand from a wide range of investors. Less than an hour after the official launch of the transaction, the volume proposed to the market was more than doubly oversubscribed.

The good financing conditions obtained by Genève Aéroport are as follows: a subscribed volume of 175 million francs, a coupon of 0.400% and a duration of 10 years (matures in 2027). This bond issue is part of a financing strategy that combines long maturities and long-term security of the cost of debt.

# FINANCIAL REPORT

## Balance Sheet as of December 31<sup>st</sup>

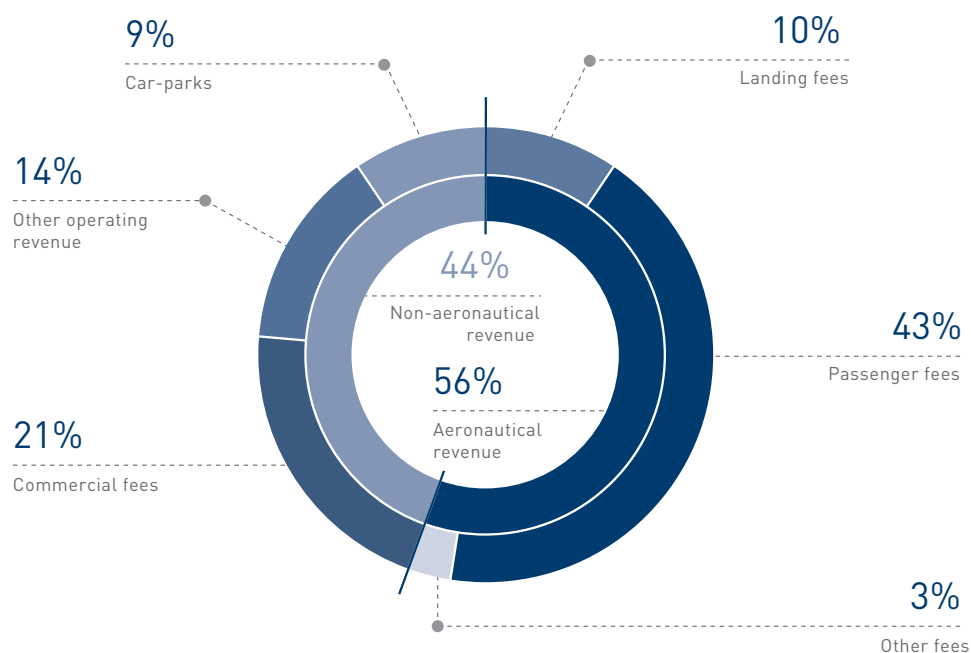
	2017 KCHF	2016 KCHF
<b>ASSETS</b>		
Property, plant and equipment	938.854	893.124
Property, plant and equipment under finance leases	1.943	-
<b>Total non-current assets</b>	<b>940.797</b>	<b>893.124</b>
Prepayments, accrued income and other receivables	12.996	11.210
Trade receivables	58.670	47.986
Cash and cash equivalents	18.665	8.182
<b>Total current assets</b>	<b>90.331</b>	<b>67.378</b>
<b>Total assets</b>	<b>1.031.128</b>	<b>960.502</b>
<b>EQUITY AND LIABILITIES</b>		
<b>EQUITY</b>		
Reserves	172.107	102.324
Net profit for the financial year	78.883	80.812
<b>Total shareholder's equity</b>	<b>250.990</b>	<b>183.136</b>
<b>LIABILITIES</b>		
Environment fund	11.438	10.319
Non-current borrowings and other debts	250.309	250.562
Non-current provisions	18.500	14.000
Employee benefit obligations	424.520	435.098
Non-current derivative financial instruments	1.373	-
Other non-current liabilities	6.045	-
<b>Total non-current liabilities</b>	<b>712.185</b>	<b>709.979</b>
Current borrowings and other debts	1.575	517
Current derivative financial instruments	-	15.184
Accruals and deferred income	24.774	16.742
Trade and other payables	41.604	34.944
<b>Total current liabilities</b>	<b>67.953</b>	<b>67.387</b>
<b>Total liabilities</b>	<b>780.138</b>	<b>777.366</b>
<b>Total liabilities and equity</b>	<b>1.031.128</b>	<b>960.502</b>



## Profit and Loss Account

	2017 KCHF	2016 KCHF
<b>REVENUES</b>		
Landing fees	44.444	43.066
Passenger fee	201.238	191.679
Other airport fees	14.691	14.111
<b>Total airport fees</b>	<b>260.373</b>	<b>248.856</b>
Commercial revenue	96.728	92.735
Revenue from car-parks	43.669	42.542
Rents and surface rights	26.774	21.944
Ancillary rental income	8.921	9.403
Revenue from centralised infrastructure	19.559	18.675
Other operating revenue	10.407	11.119
<b>Total operating revenue</b>	<b>206.058</b>	<b>196.418</b>
<b>Total revenue</b>	<b>466.431</b>	<b>445.274</b>
<b>EXPENSES</b>		
Wages and allowances	-101.596	-97.989
Social, health and accident insurances	-14.110	-13.792
Other personnel expenses	-9.715	-7.995
Pension contributions	-25.885	-24.066
Impact of amendments to the pension plan	7.227	-660
<b>Total personnel expenses</b>	<b>-144.079</b>	<b>-144.502</b>
Fees for services rendered and subcontracting	-47.136	-46.362
Security and safety subcontracting	-29.526	-22.648
Police costs for ground security	-8.315	-8.315
Energy, maintenance and rents	-44.635	-43.365
Commodities	-6.116	-5.569
Other operating expenses	-12.173	-8.260
Net (allocation)/Drawdown to/from environment fund	-1.119	-440
<b>Total operating expenses</b>	<b>-149.020</b>	<b>-134.959</b>
<b>Total operating expenses</b>	<b>-293.099</b>	<b>-279.461</b>
<b>Earnings before interest, taxes, depreciation and amortisation (EBITDA)</b>	<b>173.332</b>	<b>165.813</b>
Depreciation of property, plant and equipment	-79.469	-76.410
Depreciation of property, land and equipment under leases	-177	-1.149
<b>Total depreciation expenses</b>	<b>-79.646</b>	<b>-77.559</b>
<b>Operating result</b>	<b>93.686</b>	<b>88.254</b>
Financial income	4.214	-
Financial costs	-19.017	-7.442
<b>Total financial income and costs</b>	<b>-14.803</b>	<b>-7.442</b>
<b>Net profit for the financial year</b>	<b>78.883</b>	<b>80.812</b>

# REVENUE MIX 2017



## KEY INDICATORS

in millions of francs

	2012	2013	2014	2015	2016	2017
Turnover	364.2	376.3	403.8	423.7	445.3	466.4
Net profit	66.5	91.6	88.3	74.6	80.8	78.9
Share of profit						
Paid to the State in Y+1	33.3	45.8	44.2	37.3	40.4	39.4
Land rights	4.9	5.0	5.0	5.0	5.0	4.9
Investing cash-flow	-97.6	-121.4	-110.1	-112.2	-158.9	-119.0
Number of passengers (in millions)	13.9	14.4	15.2	15.8	16.5	17.4





# HUMAN AND SKILL MANAGEMENT



## DIVERSITY

Above all it evokes the immense diversity of professions present at the airport. Over 200 different professions work side by side every day, together bringing life to the airport. Moreover, the international dimension of Genève Aéroport feeds its multiculturalism and brings collaborators from international institutions together. Diversity also contributes to enriching passion and the ideal of openness which resonates throughout the airport on a daily basis.

# 04

## QUALITATIVE DEVELOPMENT FOR COMPETITIVE SERVICING

Genève Aéroport traffic experienced a 4.95% growth in 2017. 17.351,816 passengers were transported. The number of movements recorded on the runway increased slightly by 0.49% to stabilise at 190.778. The average load factor on commercial flights increased significantly, from 112 passengers in 2016 to 118 in 2017. Freight activity experienced a very significant growth rate of 18.6% compared to 6.5% in 2016, which is a gratifying performance and illustrates the vitality of the regions economy.

These figures confirm the net decoupling between the passenger and movement increase curve for the second consecutive year. This is explained by the better adaptation of capacities (airlines opting for larger aircraft) as well as by the optimisation of their load factors. The fleet choices that the major airlines operating at the airport announced for 2017 reflect this trend. The Bombardier CSeries, Airbus A320neo, A350 and Boeing 787 "Dreamliner" aircraft, which are less noisy and less fuel-intensive,

and also contribute to limiting noise emissions in particular.

Seasonal passenger flights increased by 4.7% in 2017, thanks to the positive evolution of the summer offer. Winter charter flights have confirmed the downward trend that started in recent years, since they show a decrease of nearly 5.1% in 2017.

The seasonality of the traffic has remained relatively stable. It should be noted, however, that July was once again the record holder of the year. As for the month of March, it confirms its second place in terms of passengers transported in 2017.

In terms of noise classes, nearly 89% of aircraft movements were in classes 4 and 5, which are the least noisy, according to the OFAC classification.

### A network always improving

In terms of air network, Genève Aéroport was connected to 141 different airports, in 49 countries and served by

58 regular airlines. Some of the new developments include the arrival of new airlines such as Air Baltic, Air Mauritius and Air Moldova. The latter proposed new routes in their respective countries. Other seasonal novelties such as Madeira, Las Palmas, Tivat or Brest were met with great success amongst our clientele and have completed the already very extensive European network from Genève Aéroport.

After an absence of a few years, the return of Air Mauritius as a seasonal flight, allowed to meet the expectation of many Swiss passengers attracted by this high-end destination.

On the periphery of these developments, 2017 unfortunately also witnessed some economic difficulties in the air transport industry.

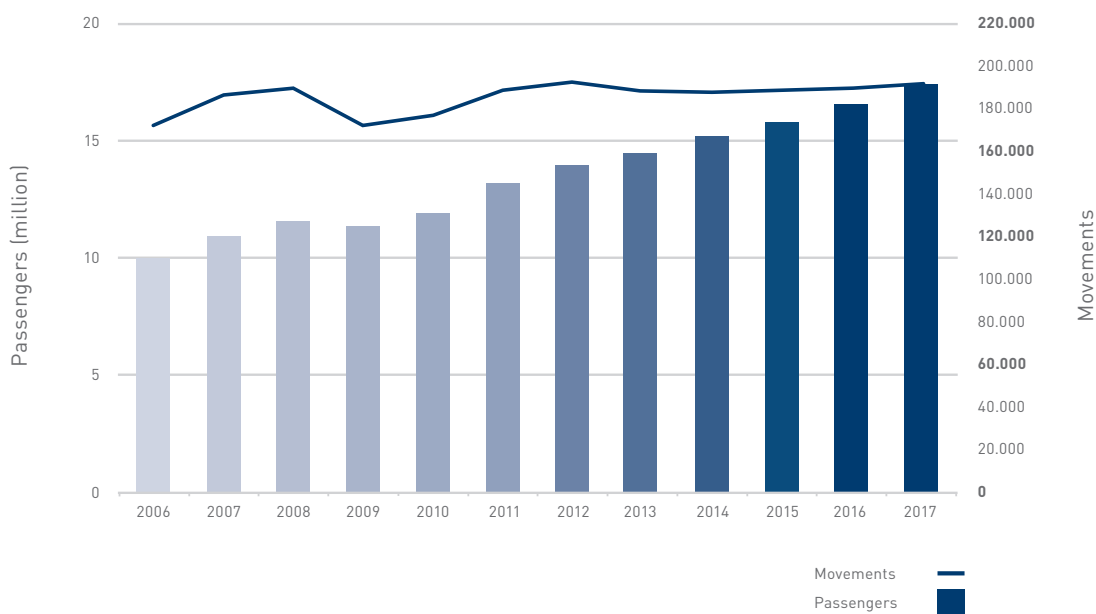
## 1.OVERALL TRAFFIC RESULT

	2017	2016	Variation 2016/2017		2017	2016	Variation 2016/2017
<b>Passengers</b>				<b>Movements</b>			
Passenger scheduled traffic	17.144.257	16.332.964	+5.0%	Passenger scheduled traffic	145.058	145.568	-0.4%
Passenger charter traffic	119.635	114.249	+4.7%	Passenger charter traffic	945	965	-2.1%
Other commercial traffic	54.745	51.929	+5.4%	Other commercial traffic	27.256	25.676	+6.2%
Total non-commercial traffic	33.181	33.548	-1.1%	Total non-commercial traffic	17.519	17.631	-0.6%
<b>Total overall traffic</b>	<b>17.351.816</b>	<b>16.532.690</b>	<b>+5.0%</b>	<b>Total overall traffic</b>	<b>190.778</b>	<b>189.840</b>	<b>+0.5%</b>



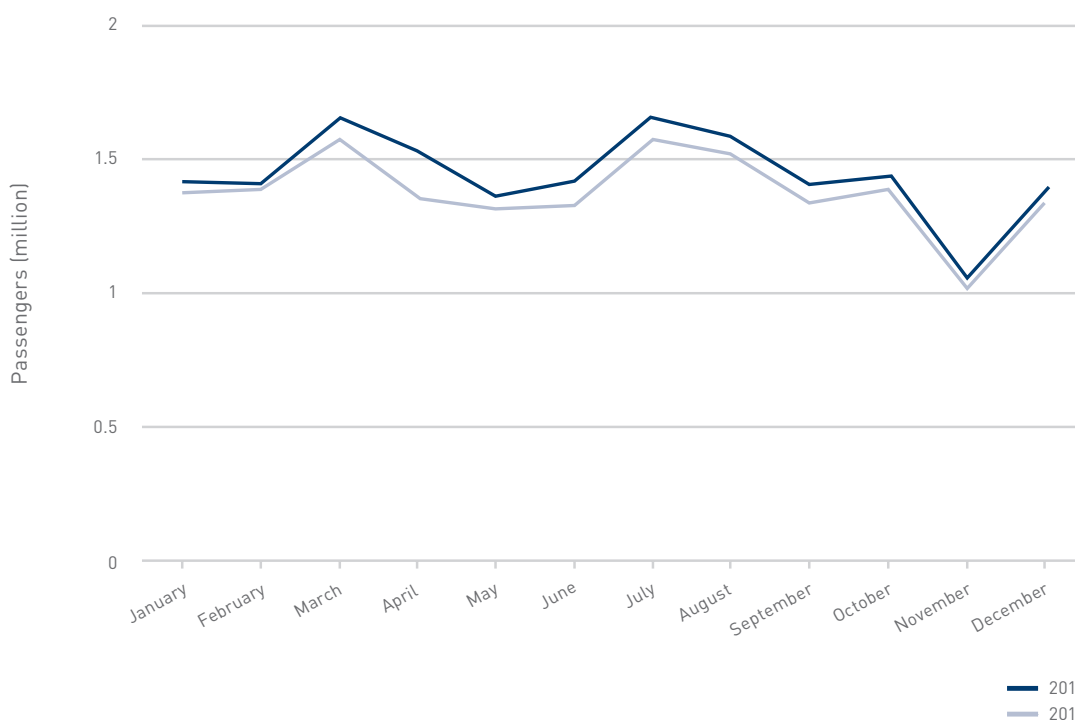
## 2. EVOLUTION OF THE NUMBER OF PASSENGERS AND MOVEMENTS

All types of traffic



## 3. EVOLUTION OF THE NUMBER OF PASSENGERS PER MONTH

All types of traffic



## 4.SCHEDULED TRAFFIC BY REGION AND COUNTRY

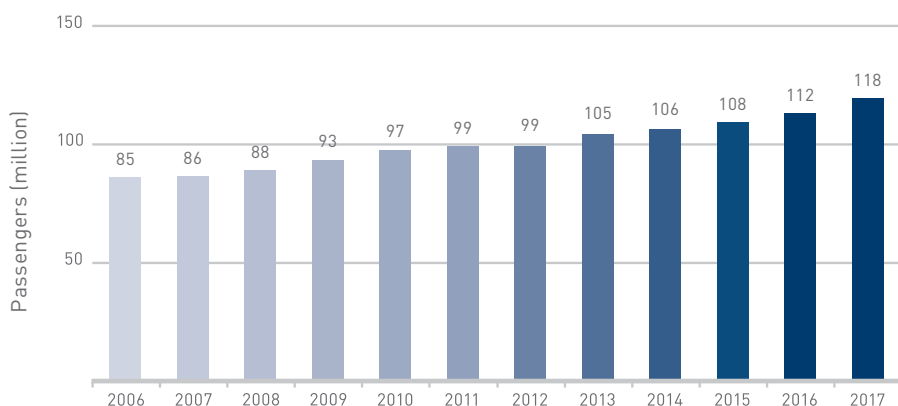
Destinations	Passengers	Variation	Destinations	Passengers	Variation	Destinations	Passengers	Variation
<b>AFRICA</b>	<b>356.815</b>	<b>-1.9%</b>	Bilbao (BIO)	20.255	+2.3%	Malta (MLA)	21.939	-9.9%
Algeria	43.230	-24.6%	Fuerteventura (FUE)	13.004	+151.4%	Moldova	778	--
Algier (ALG)	43.230	-24.6%	Las Palmas* (LPA)	8.663	--	Chisinau* (KIV)	778	--
Egypt	46.470	-3.0%	Ibiza (IBZ)	52.805	+0.0%	Montenegro	3.190	--
Cairo (CAI)	36.603	+1.1%	Madrid (MAD)	514.501	-3.6%	Tivat* (TIV)	3.190	--
Hurghada (HRG)	9.867	-15.6%	Mahon (MAH)	9.065	+73.9%	Norway	46.664	+8.4%
Mauritius	3.103	--	Malaga (AGP)	163.690	-2.6%	Oslo (OSL)	46.664	+8.4%
Mauritius* (MRU)	3.103	--	Oviedo (OVD)	5.326	-3.2%	Netherlands	683.905	+2.0%
Morocco	189.590	-1.4%	Palma			Amsterdam (AMS)	677.605	+2.2%
Casablanca (CMN)	82.605	+0.2%	de Mallorca (PMI)	177.311	+10.3%	Rotterdam (RTM)	6.300	-17.0%
Marrakech (RAK)	106.985	-2.6%	Santiago			Poland	118.234	+33.5%
Tunisia	74.422	+12.7%	de Compostela (SCQ)	93.743	+11.8%	Krakow (KRK)	32.953	+682.4%
Djerba (DJE)	15.815	+6.7%	Seville (SVQ)	42.905	+6.1%	Warsaw (WAW)	85.281	+1.1%
Tunis (TUN)	58.607	+14.5%	Tenerife (TFS)	28.524	+16.7%	Portugal	1.344.347	+10.7%
			Valencia (VLC)	26.092	+8.0%	Faro (FAO)	60.805	+45.5%
<b>AMERICAS</b>	<b>421.889</b>	<b>+2.8%</b>	Finland	66.987	+0.4%	Funchal* (FNC)	2.606	--
Canada	129.064	+3.7%	Helsinki (HEL)	66.987	+0.4%	Lisbon (LIS)	613.197	+9.8%
Montreal (YUL)	129.064	+3.7%	France	2.177.787	+5.9%	Porto (OPO)	667.739	+8.6%
United States	292.825	+2.4%	Ajaccio (AJA)	47.113	+4.4%	Czech Republic	60.249	-5.3%
Newark (EWR)	85.614	-3.2%	Bastia (BIA)	33.761	+22.3%	Prague (PRG)	60.249	-5.3%
New York (JFK)	115.742	-1.3%	Biarritz (BIQ)	16.091	+11.7%	Romania	38.076	-20.8%
Washington. DC (IAD)	91.469	+13.9%	Bordeaux (BOD)	205.088	+4.9%	Bucharest (OTP)	38.076	-20.8%
			Brest* (BES)	1.787	--	United Kingdom	3.540.759	+4.2%
<b>ASIE</b>			Calvi (CLY)	6.704	+155.0%	Aberdeen (ABZ)	6.473	+27.5%
<b>&amp; MIDDLE EAST</b>	<b>879.462</b>	<b>+11.4%</b>	Figari (FSC)	21.414	+80.4%	Belfast (BFS)	19.799	-14.4%
Saudi Arabia	62.072	-4.1%	La Rochelle (LRH)	8.570	-6.7%	Birmingham (BHX)	80.275	+35.6%
Jeddah (JED)	32.965	-0.5%	Lille (LIL)	64.480	+2.2%	Bournemouth (BOH)	33.582	+18.8%
Riyadh (RUH)	29.107	-7.8%	Marseille* (MRS)	15.436	--	Bristol (BRS)	224.525	+4.7%
China	49.817	+10.5%	Nantes (NTE)	198.639	+4.9%	Cardiff (CWL)	3.738	+9.4%
Beijing (PEK)	49.817	+10.5%	Nice (NCE)	386.993	+3.6%	East Midlands (EMA)	17.259	+189.6%
United			Paris (CDG)	743.599	+2.6%	Edimburg (EDI)	187.549	+30.2%
Arab Emirates	420.279	+17.5%	Paris (ORY)	325.624	+7.1%	Exeter (EXT)	4.087	+65.5%
Abu Dhabi (AUH)	108.566	-4.1%	Toulouse (TLS)	102.488	+7.2%	Glasgow (GLA)	20.521	+56.9%
Dubai (DXB)	311.713	+27.5%	Greece	318.599	+3.7%	Inverness (INV)	2.748	+362.6%
Israel	138.940	-2.5%	Athens (ATH)	211.025	+2.7%	Isle of Man (IOM)	1.911	+7.8%
Tel Aviv (TLV)	138.940	-2.5%	Corfu (CFU)	6.042	-22.4%	Jersey (JER)	2.328	-46.5%
Jordan	13.094	+4.8%	Heraklion (HER)	53.769	+3.1%	Leeds (LBA)	39.128	-3.0%
Amman (AMM)	13.094	+4.8%	Mykonos (JMK)	22.230	+3.3%	Liverpool (LPL)	121.691	-3.7%
Kowait	16.063	+166.1%	Rhodes (RHO)	6.271	-5.3%	London (LCY)	194.445	-11.3%
Kowait (KWI)	16.063	+166.1%	Santorini (JTR)	14.580	+56.5%	London (LGW)	816.391	+0.0%
Lebanon	63.965	-3.7%	Thessaloniki (SKG)	2.658	+6.3%	London (LHR)	1.044.044	+0.3%
Beirut (BEY)	63.965	-3.7%	Zakynthos (ZTH)	2.024	+5.7%	London (LTN)	291.636	+8.8%
Qatar	115.232	+22.2%	Hungary	113.474	+5.3%	London (STN)	66.080	+10.6%
Doha (DOH)	115.232	+22.2%	Budapest (BUD)	113.474	+5.3%	Manchester (MAN)	270.678	+21.0%
			Ireland	150.269	-0.1%	Newcastle (NCL)	51.558	-18.6%
<b>EUROPE</b>	<b>15.486.091</b>	<b>+5.1%</b>	Dublin (DUB)	150.269	-0.1%	Southampton (SOU)	8.193	+39.4%
Germany	1.129.431	+13.2%	Iceland	44.255	+2.1%	Southend (SEN)	32.120	+11.7%
Berlin (SXF)	188.469	-3.4%	Reykjavik (KEF)	44.255	+2.1%	Russia	256.496	+5.2%
Dusseldorf (DUS)	171.019	+109.6%	Italy	901.896	+2.4%	Moscow (DME)	68.124	+3.3%
Frankfurt (FRA)	411.038	-0.1%	Alghero (AHO)	5.770	+6.2%	Moscow (SVO)	182.940	+7.0%
Hamburg (HAM)	70.231	-30.5%	Brindisi (BDS)	80.525	+9.1%	Saint-		
Munich (MUC)	288.674	+38.4%	Cagliari (CAG)	40.984	+26.1%	Petersburg (LED)	5.432	-21.6%
Austria	273.000	+15.7%	Catania (CTA)	102.063	+14.8%	Serbia	45.788	+3.5%
Vienna (VIE)	273.000	+15.7%	Florence (FLR)	16.541	-57.5%	Belgrade (BEG)	45.788	+3.5%
Belgium	588.698	+8.5%	Milan (MXP)	515	-6.7%	Sweden	119.834	-14.4%
Brussels (BRU)	588.698	+8.5%	Naples (NAP)	93.788	+3.9%	Gotenburg (GOT)	3.732	-16.0%
Belarus	10.661	+36.0%	Olbia (OLB)	72.466	+24.9%	Stockholm (ARN)	116.102	-14.4%
Minsk (MSQ)	10.661	+36.0%	Palermo (PMO)	26.723	+27.2%	Switzerland	634.002	-1.8%
Bulgaria	31.036	+1.7%	Pisa (PSA)	27.352	+8.0%	Lugano (LUG)	36.515	-49.3%
Sofia (SOF)	31.036	+1.7%	Rome (FCO)	348.645	-0.1%	Zurich (ZRH)	597.487	+4.2%
Croatia	71.886	+28.7%	Venice (VCE)	86.524	-10.8%	Turkey	315.181	+2.1%
Dubrovnik (DBV)	17.922	+5.2%	Kosovo	127.426	+8.0%	Antalya (AYT)	6.901	-57.7%
Split (SPU)	53.964	+38.9%	Pristina (PRN)	127.426	+8.0%	Istanbul (IST)	249.977	+2.9%
Denmark	223.639	+0.8%	Latvia	15.825	--	Istanbul (SAW)	58.303	+18.5%
Copenhagen (CPH)	223.639	+0.8%	Riga* (RIX)	15.825	--	Ukraine	62.550	+4.1%
Spain	1.895.941	+1.5%	Luxembourg	53.289	+2.9%	Kiev (KBP)	62.550	+4.1%
Alicante (ALC)	108.231	-1.5%	Luxembourg (LUX)	53.289	+2.9%			
Barcelona (BCN)	631.826	-0.3%	Malta	21.939	-9.9%			

\* New destination



## 5. EVOLUTION OF THE NUMBER OF PASSENGERS BY MOVEMENT

Scheduled and charter, passengers only



An increasingly competitive environment and pressure on costs have forced some carriers to cease their operations definitively, including Monarch, Air Berlin and Darwin (Etihad regional), which had been present in Geneva for several years.

### Market Variables

The Middle East and Asia market has grown significantly (+ 11.4%) mainly due to the increase in capacity of Emirates and Qatar Airways. North America also recorded a modest, yet still of interest, increase in traffic (+ 2.8%), with

regard to the downward trend observed in previous years. Traffic to China, with the direct Air China flight, increased by more than 10%, confirming the growing importance of this market, particularly for Swiss tourism and business travel.

European destinations confirm their good health with a 5.1% increase in traffic. Major markets such as the United Kingdom, France, Spain, Portugal, Germany and Italy all experienced positive growth. In the top 10 most popular cities, the leading trio

remained unchanged in 2017.

London arrived in the lead followed by Paris and Amsterdam. The two main destinations for Portugal, namely Porto and Lisbon, each gained a place in the ranking. They are found respectively in 4<sup>th</sup> and 6<sup>th</sup> position at the expense of Barcelona and Zurich. The remainder of the ranking is unchanged with Brussels, Madrid and Frankfurt. Dubai now appears in 13<sup>th</sup> place. This is clearly the main intercontinental destination to be reached directly from Geneva.

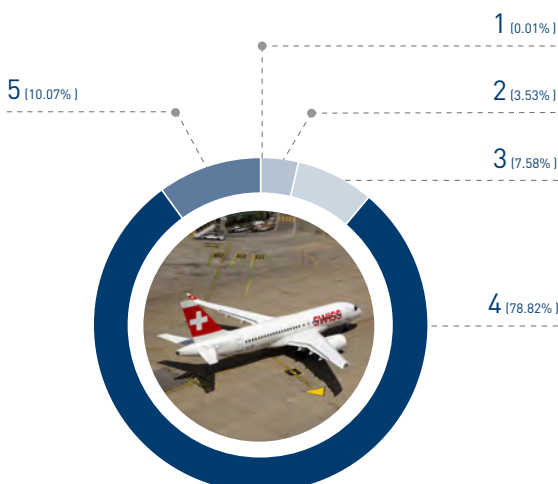
It should be noted that the traffic to major hubs (London-Heathrow, Paris-CDG, Frankfurt, Amsterdam, Zurich, Dubai...) is made up of a large proportion of passengers who take connecting flights to mainly long-haul destinations.

### Stability in airline ranking

In terms of market share, EasyJet consolidates its number one position with 44.9% of regular traffic at Genève Aéroport with a growth of 8.3%. Swiss has 12.1% of the market share at Genève Aéroport. This airline experienced a slight decrease in 2017 (traffic decrease of -11.8%). The latter is due, however, to the transfer of passengers from Swiss to flights operated by Lufthansa (Swiss being a member of the Lufthansa group).

## 6. DISTRIBUTION BY CLASS OF NOISE

Scheduled and charter, passengers only



Noise	Rotations
1	18
2	5.149
3	11.060
4	115.075
5	14.701

The other airlines located in the top ten places in terms of market share were British Airways (4.84%), Air France (4.34%), Lufthansa (3.43%), KLM Royal Dutch Airlines (2.57%), TAP Portugal (2.23%), Brussels Airlines (2.15%), Iberia (1.98%) and Emirates (1.82%). Star Alliance continues to hold

the majority with 27% market share, followed by Skyteam with 10% and oneworld with 8%.

2017 also saw the arrival of the first Airbus 350 on a regular flight to Genève Aéroport with Qatar Airways. In addition, Swiss has deployed aircraft of

the Bombardier C-Series type for its European flights. These latest-generation aircraft contribute to the renewal of the fleet at Genève Aéroport. The movements of Class 5 and 4 aircraft (the least noisy classes) accounted for 89% of regular and charter traffic in 2017.

## 7. CARGO AND POSTAL TRAFFIC RESULTS

Freight	2017	2016	Variation
Scheduled traffic	49.022	38.184	+28.4%
Charter traffic	11.668	11.574	+8.0%
Aircraft air freight	60.690	49.757	+22.0%
Trucked air freight	24.093	19.539	+23.3%
Total air freight	84.783	69.296	+22.3%
Postal freight	4.187	5.715	-26.7%
<b>Total air freight and post</b>	<b>88.971</b>	<b>75.011</b>	<b>+18.6%</b>

## 8. SCHEDULED TRAFFIC PER AIRLINE

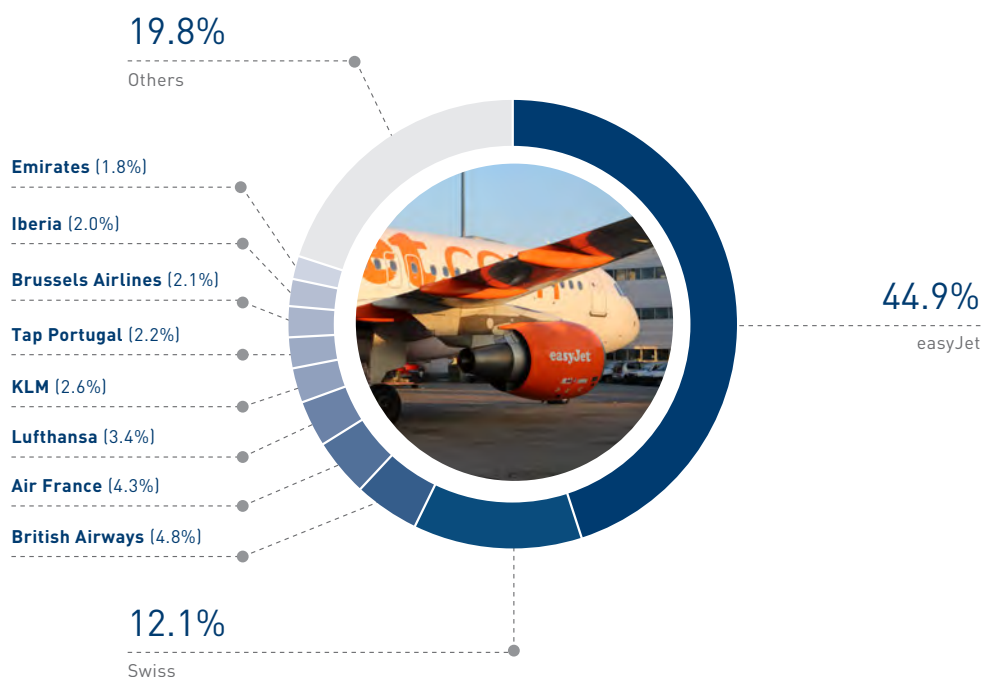
Companies	Passengers	Variation
Adria Airway		
Switzerland	76.104	-44.3%
Aegean Airlines	114.966	+9.4%
Aer Lingus	101.590	-2.0%
Aeroflot	182.940	+7.0%
Air Algérie	43.230	+15.0%
Air Baltic*	15.825	--
Air Berlin	71.383	+1099.7%
Air Canada	129.064	+3.7%
Air China	49.817	+10.5%
Air France	743.599	+2.6%
Air Malta	4.994	-33.0%
Air Mauritius*	3.103	--
Air Moldova*	778	--
Alitalia	146.377	+21.7%
Austrian	189.322	+12.1%
Belavia	10.661	+36.0%
Blue Islands	61	-97.0%
British Airways	829.702	+1.3%
Brussels Airlines	367.762	+11.1%
easyJet	7.704.560	+8.3%
Egyptair	36.603	+1.1%
El Al	55.179	-5.4%
Emirates	311.713	+27.5%
Etihad Airways	108.566	-4.1%
Eurowings	121.904	-8.8%
Finnair	66.987	+0.4%
Flybe	20.110	+25.7%
Germania Flug	16.200	-12.7%
Hop	3.022	-36.1%
Iberia	338.630	-0.7%

Icelandair	23.420	+11.3%
Jet 2	104.053	+73.5%
KLM	441.211	+2.1%
Kuwait Airways	16.063	+166.1%
LOT Polish Airlines	85.281	+11.7%
Lufthansa	587.972	+25.9%
Luxair	53.289	+2.9%
Middle East Airlines	63.965	-3.7%
Monarch	25.679	-7.5%
Norwegian	45.606	+5.5%
Pegasus	64.782	+18.9%
Qatar Airways	115.232	+22.2%
Rossiya	2.753	+4.2%
Royal Air Morocco	82.605	+0.2%
Royal Jordanian	13.094	-4.8%
SAS		
Scandinavian Airlines	167.487	-0.7%
Saudia	62.072	-4.1%
Sun Express	422	-96.2%
Swiss	2.080.041	-11.8%
TAP Portugal	382.374	+17.6%
Thomas Cook	7.646	-45.0%
Transavia Airlines	6.300	-17.0%
Tunisair	74.422	+8.8%
Turkish Airlines	249.977	+2.9%
Ukraine International	62.550	+4.1%
United Airlines	177.083	+4.9%
Vueling	215.014	+20.5%
Wizz Air	69.112	-18.2%
<b>Total</b>	<b>17.144.257</b>	

\* New company

## 9. MARKET SHARE BY AIRLINE

Scheduled traffic



### Excellent cargo health

Cargo traffic at Genève Aéroport experienced a significant increase of 18.7% to 89.012 tonnes.

This progress was achieved thanks to the cargo capacity already available on regular flights at Genève Aéroport. From 2015 to 2016, it increased by 6.6%, reaching 69.295 tonnes.

The very significant growth in cargo volumes is an excellent barometer of

the local economy. Moreover, it reinforces Genève Aéroport policy which is to increase the capacity offered for such transport services. These positive results finally highlight the quality of the infrastructure for cargo handling.

Traffic flows were as follows in 2017: Export 38.1%, import 37.6% and transfer 24.3%. In terms of market share, the top 5 airlines were: Emirates (26.6%), Etihad (13.8%), Swiss (13.6%), Qatar

(9.2%) and United (7.4%). This positive development is explained by the increase in capacity offered by the second daily Emirates flight and the use of the A350 by Qatar Airways. Naturally, the economic recovery, with a more dynamic regional export industry, is a significant factor in this growth. The improvement of the quality of airport facilities and processes in the handling of goods also contribute to the success of cargo at Genève Aéroport.

## 10. TOP 20 DESTINATIONS BY CITY

Scheduled traffic

Cities	Passengers	Variation			
1. London	2.444.716	+0.5%	11. Nice	386.993	+3.6%
2. Paris	1.069.223	+3.9%	12. Rome	348.645	-0.1%
3. Amsterdam	677.605	+2.2%	13. Dubai	311.713	+27.5%
4. Porto	667.739	+8.6%	14. Istanbul	308.280	+5.5%
5. Barcelona	631.826	-0.3%	15. Munich	288.674	+38.4%
6. Lisbon	613.197	+9.8%	16. Vienna	273.000	+15.7%
7. Zurich	597.487	+4.2%	17. Manchester	270.678	+21.0%
8. Brussels	588.698	+8.5%	18. Moscow	251.064	+6.0%
9. Madrid	514.501	-3.6%	19. Bristol	224.525	+4.7%
10. Frankfurt	411.038	-0.1%	20. Copenhagen	223.639	+0.8%



# 11. DISTRIBUTION BY ALLIANCE IN 2017

Scheduled traffic

27%

Star Alliance

10%

Sky Team

8%

OneWorld



55%

Non-alliance

Beyond the member airlines of the three main alliances, Genève Aéroport hosts several other non-alliance airlines, which represent a total of **55% of its traffic**.

**Etihad Airways** (1.1%)

**Eurowings** (1.3%)

**Vueling** (2.2%)

**Emirates** (3.3%)

11.2%

Other



80.9%

easyJet

# OPERABILITY OF THE PLATFORM



## QUALITY

Is a basic requirement in customer services and a reality appreciated every day by employees who are proud to participate in the smooth operation of a complex infrastructure. Thanks to this value, Genève Aéroport develops a policy oriented towards the satisfaction of its passengers and the collaborators who serve it. The quality of the services is of course based on the satisfaction of the staff. Being happy at work is a sine qua non condition for the success of Genève Aéroport.

## CREATIVITY

Given the small size of the airport, the employees of Genève Aéroport show their creativity every day in order to accommodate a large number of passengers. Creativity is the driving force behind innovation. It allows for creative solutions in order to live up to the expectations of users and customers. This year, for example, it has been possible to extend the terminal walls by 6 meters, in order to better accommodate passenger flow in front of the passenger baggage check-in spaces.

# 05

## DIGITAL TECHNOLOGY AT THE HEART OF THE TERMINAL



### E-services

The online services sales platform was very successful in 2017, with a very strong growth in revenue generated, at 1.19 million Swiss francs (+ 129%). More than 91,000 transactions were made through this e-commerce site. Moreover, the quality of the latter seems to be appreciated, since the complaints rate is quite low (0.4%).

In terms of products sold, the no-queue pass for Security, called Priority Lane, represents the dominant share with 86% of sales. ResaPark, allowing advance reservation of a parking space, makes up 13% of sales. The combined offer of Priority Lane + Lounge represents 1% of online sales.

The distribution of customers remained stable with an estimated 70% business travellers (companies), compared with 30% private individuals.

For 2018, a new e-commerce platform is being prepared. This purchase model will also include an additional offer for vehicle parking.

### GVAApp

In 2017, there were more than 220,000 recorded regular users of the smartphone application, that is an increase of 18%. In terms of operating system, distribution remained stable, with around 72% on iOS et 28% on Android.

Logically, the most viewed screens were flight lists and tracking information for specific flights, which are main features of this tool. In this context, more than 3.6 million “push” notifications were sent to users over the course of 2017.

The GVAApp, which aims to facilitate the traveller experience, has undergone many technical developments. Some functionality-related improvements have been incorporated, such as the shopping offer or the interactive map. In addition, a new promotional campaign was launched, thanks especially to an online video on the internet

### Free GVA WiFi

Free internet access, for a period of 90



minutes, remains one of the services appreciated by customers of Genève Aéroport, and it sees heavy use. Around 2.2 million connections were recorded in 2017, a figure relatively similar to the year before.

Visitors and travellers have several possible ways of connecting to the free WiFi. The main way to connect is through receipt of a code by SMS, this method is used by three quarters of users. This offers the advantage of being reconnected automatically on their next visit for the six months following their registration. It is also possible to scan your boarding pass at one of the seven machines in the terminal or directly, using the GVApp application. Some users also connect through a subscription or flat rate access.

#### **GVA.CH**

The website [www.gva.ch](http://www.gva.ch) has not undergone a fundamental change in the past year, pending a brand new Genève Aéroport internet platform for 2018. There were 4.7 million visitors to

the website, this is similar to previous years, with an average duration of 5 minutes per session.

#### **E-marketing**

The monthly competition set up by Marketing, in collaboration with airline companies, was again very successful in 2017. In total, 73,489 participants were counted (+ 41% compared to 2016). Entry into the competition was through various complimentary channels: the e-newsletter (47%), website (38%) and Facebook page (15%). The competitions that attracted the most participation were those that offered the chance to win long-haul tickets for two people: New York (Swiss), Dubai (Emirates) and Mauritius (Air Mauritius).

#### **Surveys and quality measures**

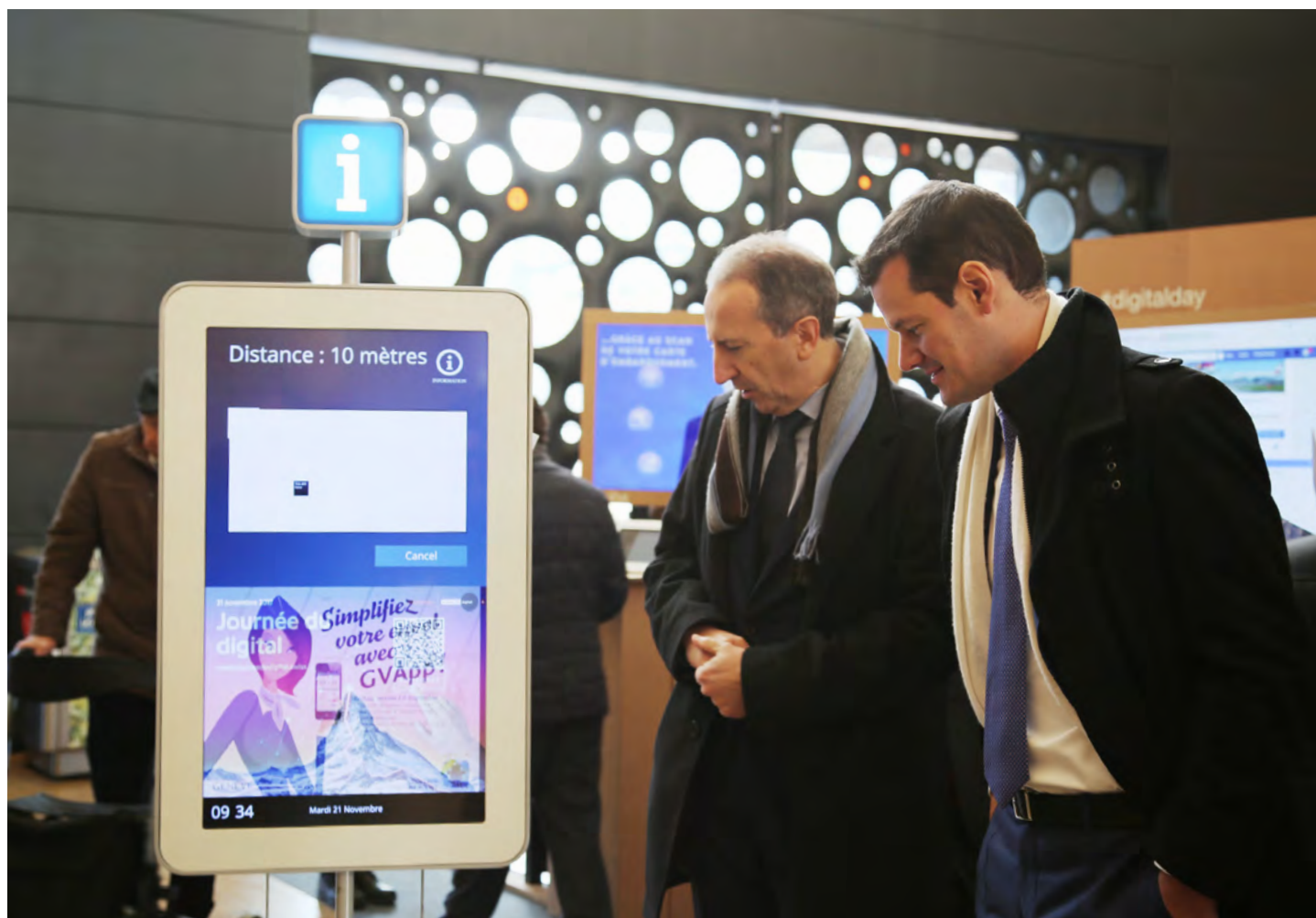
Measurements are made throughout the year to evaluate the quality of services offered to passengers and monitor their satisfaction. In 2017, more than 400,000 measurements were made. From waiting at check-in to baggage delivery time, and passing

through passport control, all the services offered to passengers are evaluated.

Nearly 10,000 airport passengers and visitors were questioned in 2017. The surveys provide a better understanding of the airport customers and allow us to monitor their satisfaction with the infrastructure and services provided.

The most important survey is Airport Service Quality (ASQ). More than 300 airports are participating in this survey, thus allowing us to make comparisons and take inspiration from the best. In comparison with other European airports of a similar size, Genève Aéroport strengths are ease of access, ease of orientation, courtesy of staff and cleanliness.

Customer satisfaction continues to be monitored, thanks to around one hundred "Smiley Box" voting boxes installed at passengers' main points of passage. 2,539,937 votes were recorded in 2017.



# 06

## COMMERCIAL ACTIVITY: ECONOMY OF PROXIMITY AND PASSENGER FLOW

### Duty free shops

The call for tenders for the Duty-Free Shops located on departure and arrival levels was granted in March 2017. Lagardère Travel Retail International Service (LSTRI) won the contract and started its activity on 1 October last year. This change has also resulted in the renovation of available spaces, except for the main store, which will be completely rearranged in 2018 as part of work involved in the “T1 boosted” project.

The atmosphere and products offered clearly highlight Swiss values. There has been a genuine change for passengers, especially as the Click & Collect concept has appeared so that passengers can order comfortably at home and pick up the goods during their next visit to the airport.

### Transformation of businesses in public and reserved areas

Businesses have been refurbished due to the expansion of the check-in hall, and the various signs present at the departures level now have greater visibility.

Passengers can enjoy a bar area, a new rest area in front of these shops and seats equipped with charging points. This area has now become a new place for visitors, accompanying persons or passengers, to indulge in a leisurely stroll.

Airside, the only shop that has been renovated is *Swiss chocolate*: the passenger is now met with the aroma of chocolate from the chocolate wall, and a cocoa path has been created to delight the passenger's taste buds.

### New visual identity for shops and restaurants

The new identity was launched at the time of a wide-ranging digital and conventional advertising campaign, both inside the terminal and outside



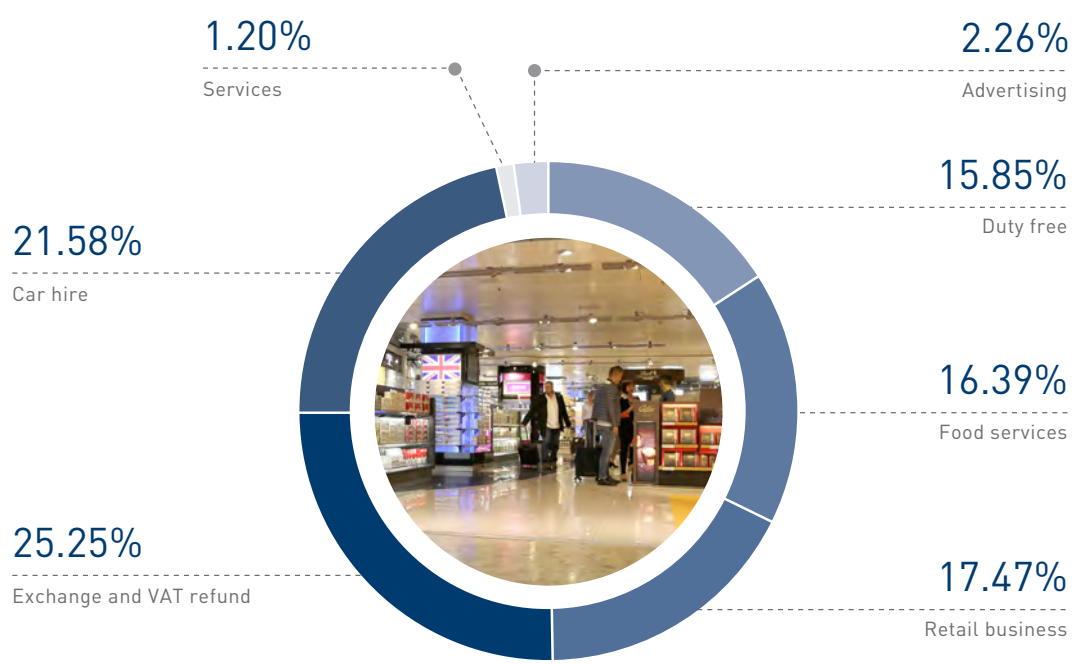
the airport (e.g. bus, tram, Auto Show, construction area fencing, etc.) The aim was to highlight the diversity of products, relating to destinations departing from Genève Aéroport.

In this context, several operations have been put in place to support commercial activity. Among these, it is particularly appropriate to retain the distribution of activity books for children, the tasting week with product tastings offered by restaurants - or the Smile offer campaign.

Social networks have finally helped to promote specific actions and services offered by providers.

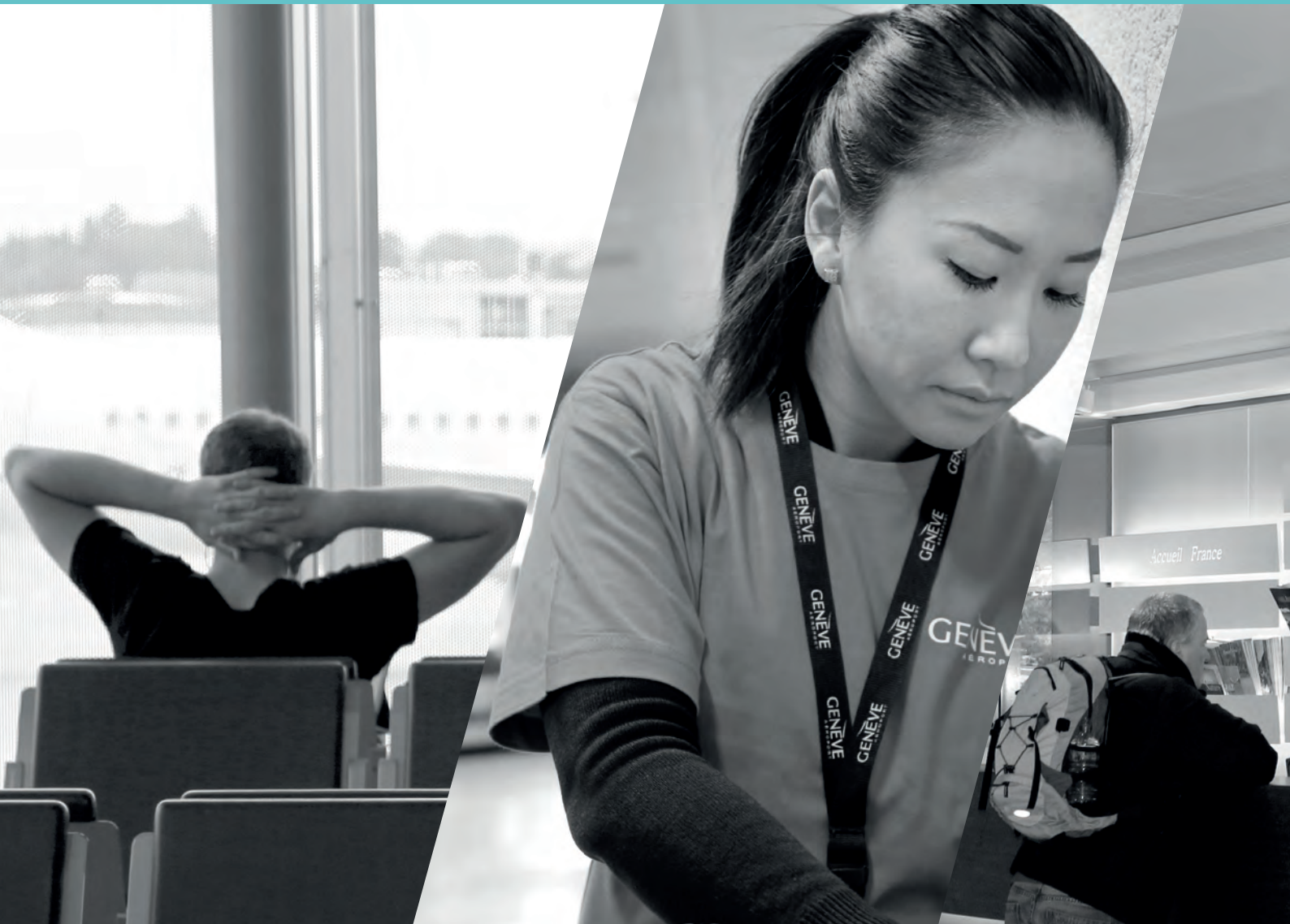
### Renewal of the valet service

A call for tenders was launched in March 2017 to open the market to two operators. EASY PARK and AMAG won the contract and, since 1 September 2017, have offered a valet and shuttle service to meet the needs of our passengers.





# CUSTOMER SATISFACTION



## PROXIMITY

Genève Aéroport is a big family... in a very small space! The search for conviviality is therefore shaped by the space in which nearly 11.000 employees work. In addition, the feeling of belonging is strong at the company and every employee feels some sense of responsibility when they see an aircraft fly away. Being very well connected to the cities that surround it and anchored in the urban landscape, the airport is nourished daily by its' proximity to the local population. Employees therefore have a natural desire to share this family spirit with local citizens.

## WELL-BEING

It allows us to create a special relationship between employees and passengers. Travelling is partly made up of a dream, and the well-being of the platform employees therefore goes hand in hand with this desire to escape. Furthermore, working in the heart of an industrial platform, employees express a very strong commitment to sustainable development. They aspire to work in an environmentally conscious and responsible company. This quest for serenity calls for more sustained communication to create greater bonds between employees.

# 07

## CUSTOMER SATISFACTION CARING ABOUT EVERY MOMENT



For many years, airport customer satisfaction has been a primary concern, and last year it was a strategic goal for the company.

### Renovation of infrastructures

Almost all of the boarding gates (with the exception of satellite 30 which will be adapted in 2018) are now equipped with “Business corners” which allow all passengers to charge their electronic devices free of charge, using 100% renewable energy.

Satellite 40, which mainly hosts non-Schengen flights, has benefitted from a refresh to make the waiting time and atmosphere more comfortable: refurbishment of paintwork and flooring, installation of new space-saving boarding desks, creating a more comfortable space. The layout of the “connect” totems and replacement of the seats will follow in 2018. Then it will be time for

satellite 30 to have a facelift.

### New visual in arrivals

In response to a request from the competent federal authorities, it has been necessary to cover all the windows between arrivals and the luggage hall, so Genève Aéroport has chosen to display an image depicting arriving in Switzerland: the city, the lake, the mountains. In the absence of seeing loved ones arrive, one can lose oneself in contemplation of this imagery.

### Genève Aéroport supports new check-in solutions

Following the extension to the front of the main terminal, the redevelopment of the communal self-service check-in zones has facilitated better flow organisation and queue management. In the wake of this, a joint pilot project between Genève Aéroport, Swiss International Airlines (SWISS) and the International Aeronautical

Telecommunication Service (SITA) has made it possible to set up new luggage tag printing terminals for passengers that have already checked-in.

### Infirmiry and children's area

Passenger comfort also involves attentiveness to those with a health problem. Thus, the Genève Aéroport infirmiry has intervened 5,455 times, which represents nearly 6,000 hours of time in which the services of the infirmiry have been employed to relieve the various ills of the passengers or staff.

Families also benefit from a children's area situated on the mezzanine in the transit zone. The children's area welcomed 14,998 small passengers in 2016.

### Customer service

Despite all the efforts made by Genève Aéroport and its partners, satisfying all passengers is complex. To support all grievances, a service handles cases of complaints submitted to Genève Aéroport. This process allows us to learn from possible errors and increases customer satisfaction, particularly through the improvement of products, procedures and organisation.

Complaints are a good indication of the quality of a business. Clear and rapid responses to complaints must be provided to alleviate the frustrations felt. Although the total number of complaints was up in 2017 compared to 2016, Genève Aéroport intends to spare no effort to ensure that customers are better satisfied.

# 08

## AN INTEGRATED APPROACH TO OPERATIONS MANAGEMENT, FOR MORE EFFICIENCY



1 May 2017 marked the opening of the Airport Operations Center (APOC), the nerve centre of airport operations. The completion of this project, which began in 2014, offers Genève Aéroport and its partners a major advantage in the management of normal, deteriorated and crisis airport operations.

It also makes it possible to better meet the needs of customers, particularly airline companies but also passengers, by ensuring a more co-ordinated and smoother operation, and faster and more effective processing of operational changes on a daily basis.

### **A 360° view, in real time**

APOC intends to make the management of operational constraints encountered through the day more transparent and

to make operational decisions in real time and across the board. The defined operation and the tools made available to this structure allow for the flow of passengers, luggage and aeroplanes to be monitored. It also allows for the establishment of instant snapshots of activity, the co-ordination of main participants on the platform and the management of normal, deteriorated and crisis operational situations.

Coordination, communication and Collaborative Decision Making (CDM) are the main values of this structure.

### **A new way of collaborating**

Air traffic monitoring, allocation of aircraft parking, management of baggage flow, check-in and maintenance operations etc. The take-off and landing

of aircraft involves a multitude of processes and many collaborators must be co-ordinated. In APOC, all the participants, airport operators, ground handling companies and air-traffic controllers have access to their own tools and spaces to carry out their operations.

However, while each process is distinct, all are interdependent and contribute to the smooth operation of the airport. Sharing this information and being able to effectively co-ordinate all operations is a challenge.

CDM is the concept. Every day, the representatives of the main participants of the platform meet to discuss the operational situation and, in the case of a problem, take appropriate measures. The centralised approach, tools and procedures facilitate communication between the 30 or so people in APOC.

### **Thomas Roming, Head of the Aviation department and Head of the Airport Co-ordination Services**

*“APOC, and all the technology that we have incorporated, gives us the ability to anticipate the impacts of potential problems and to take proactive measures to ensure the smooth flow of airport operations. It allows us to have a collaborative approach to the management of the airport and its ultimate goal is to best meet the needs of customers, passengers and airlines.”*



## FIREFIGHTERS READY FOR BATTLE

Since 2017, the new name of the Airport Rescue and Firefighting Service (SSLIA) has replaced the previous Airport Security Service (SSA) to be in line with firefighting bodies in French speaking countries and the designation commonly used by both international (International Civil Aviation Organisation) and European (European Aviation Safety Authority) bodies. On the impetus of the latter, the SSLIA, has begun the drafting of an Operations Manual, as well as an update to the commitments schedule for intervention resources.

### Interventions

This year again, the fire-fighters have demonstrated an unwavering commitment. They were called upon more than 7.400 times for interventions varying in

nature. The location of the station, halfway down the runway, allows them to travel in less than three minutes to any location within the airport perimeter.

Of the total number of interventions carried out 3.566 were to ensure the safety of passengers on board when refuelling an aircraft, and 2.964 were composed of health interventions, including those for the benefit of the canton. The other types of intervention are mainly divided into health assistance (210) and automatic alarms (254), as well as fire prevention whilst assisting the mine-clearing service. The fire-fighters were also engaged in external events, accompanying our partners for a total of 120 working days.

### Modernisation of available means

Renewal of furniture and modernisation of computer equipment were completed in the education rooms and communal areas, as well as the

positioning of the ambulance office and the creation of a secure room for medicines and oxygen. With regard to equipment and materials, the fire suits were renewed when the breathing equipment and radio system were replaced. Finally, in accordance with the new district operational concept, the Emergency Medical Unit was transferred to the Fire and Rescue Service in Geneva on 1 November last year.

### Regular training

After more than twenty years of training at the International Fire Training Centre in Teesside, the SSLIA went for the first time to the French Centre for Training Airport Firefighters (C2FPA) in Châteauroux. The purpose was to compare the rescue and aircraft firefighting techniques and tactics of the SSLIA with those implemented in the main French similar services. The SSLIA has demonstrated its high-quality training.



## COMPLETE REVISION OF THE GENEVE AEROPORT EMERGENCY PLAN (PUR-GA)

The development of APOC, the feedback from the emergency drills carried out every year on the airport site as well as the continuous improvement processes recorded in the airport emergency plan, have stressed the need for a fundamental revision of the PUR-GA. Already in 2016, major changes have been initiated following the major BUTEO exercise of 2015. Given the magnitude of this task, the adaptation of the plan continued in 2017.

The changes are intended to simplify the principles of PUR-GA, to adapt it to the operational functioning of the airport platform, and to integrate it into the revision of cantonal regulation on organisation in the event of catastrophe or exceptional situation (formerly OSIRIS, now ORCA-GE).

Optimising the co-ordination and integration of platform partners, particularly airline companies and support staff, has been an important area for improvement.

In 2017, more than 60 Genève Aéroport executives and staff members were trained on the basic principles of PUR-GA and on the functioning of its crisis staff. In the month of December, a major new exercise was carried out to implement the new PUR-GA processes and test the new operational organisation.

This exercise, under the supervision of OFAC, focused on the theme of airport security and also checked the proper functioning of the processes put into place by the competent authority.





# ECONOMIC SUSTAINABILITY



# RELIABILITY

Security and safety are today a guarantee of economic sustainability. In an airport these are the primary freedoms. They ensure the conditions of trust. Most of the regulations governing these areas are also highly standardised and place all employees in a position of responsibility. An abandoned suitcase is everyone's responsibility. To ignore it is foolish. To declare it is to act with the consciousness of belonging to an entity whose future depends closely on its human resources.



# 09

## ADAPT AND INNOVATE, THE MOTTO OF THE BUILDING SITE



In accordance with 2030 strategic planning and in order to meet urgent needs, Genève Aéroport has adapted to the expectations of passengers and visitors alike. Numerous challenges have been met within a very short space of time, for the benefit of airport users. Some commitments, carried out with a manner of urgency, have significantly improved the flow of passengers in the terminal.

Time savings of 20 minutes have been achieved at security control in busy periods.

### East Wing

The works on the East Wing, of which the underground works “BAT 1” started in May 2016, finished in December 2017. Some finishing touches are still to be completed in 2018. The construction phase of the East Wing building known as “BAT 2” has already started. This will continue until autumn 2020.

### Check-in hall Transformation (THC)

Passengers coming to catch their plane are thus welcomed as they enter the platform by a new advanced facade at departures. This expansion of more than 1,000 square metres offers significant space saving at the check-in area.

These changes were completed slightly ahead of time. The early end to the work made it possible to better manage the heavy flows of passengers over the Christmas period. The terminal is now more pleasant and accessible during peak times.

### Centralised security control +

In order to overcome the congestion that may occur in the terminal during busy periods, a temporary external structure has been set up, near the VIP lounges and check-in desks situated west of the terminal. All security control infrastructure has been installed, therefore relieving the main control (CSC) situated in the centre of the terminal.

From next summer, a new checkpoint will be created on the departures floor, east of the terminal. This project is entitled “T1 boosted”.

### Centralised security control

Centralised security control has not been forgotten in this wave of optimising existing spaces. The extension of 14 lines was completed during the Autumn, allowing for better fluidity of checks. In addition, newly equipped search cabins have been completed. The priority lanes have been regrouped, thus freeing up a single space for the flow of passengers.

### VIP pavilion

The former VIP pavilion, located near the airport fire station was to be demolished in view of the reorganisation of this area. Its new location was ideally suited to meet the various security, confidentiality and protection requirements of the diplomatic division. Its construction, which started in the month of May, was completed at the end of 2017, with some finishing touches at the start of 2018.

### Covered walkway between satellite 10 and position 84

Initiated as part of the Walk In – Walk Out (WIWO) project, and after a period of successful testing, a protected corridor now allows passengers on an aircraft parked in position 84 to safely embark or disembark on foot from satellite 10.

### CGFR gates at satellite 10

To meet the new passport control requirements which have led to an increased concentration of border-guard staff present on site, two gates have been fitted to satellite 10. They are modular and so make it possible to optimise the space in the area.

### Vengeron drainage basin

Intended to collect run-off water that potentially carries de-icing products from the tarmac, this new network of collectors will transport the water to a 9,500 m<sup>3</sup> underground retention basin. This receptacle will decontaminate the water before returning it to the

Vengeron. The completion of the work is expected by July 2018.

The cumulative investment of budgeted projects this year amounts to 125.2 million Swiss francs. 308 projects of varying sizes were initiated during the year.

## SAFETY, A QUALITY REQUIREMENT

The different safety committees have been reviewed and adapted so as to better respond to regulatory requirements, strengthen the safety of airport operations and encourage and galvanise a cross-sector approach with all the airport's partners.

At the same time, our risk catalogue has been completely revised. Its format has also been updated in order to make it easier to understand and use.

In the framework of promoting safety, three campaigns in the secure area have taken place. These are *FOD Walk* (1<sup>st</sup> edition), *Safety Reporting Days* (8 days) and other campaigns to increase attention while driving (5 days).

Close to 650 reports of obligatory events linked to aviation safety (OCR) and 63 voluntary improvement propositions (SIR)

were processed. No serious aviation accident took place at the airport.

### Health and Safety at Work (OHS)

The third season of *I Feel Good* for the health, safety and well-being of staff took place. It was focused on stress management. From massages, initiation to sophrology, managing difficult behaviour to full awareness were offered to our staff.

Courses on the behaviour to adapt in the event of fire and on operation of defibrillators were a huge success. Significant actions to increase awareness on the use of defibrillators were undertaken, mainly through a video and also presentations given to staff.

Mindful of the health and well-being of pregnant staff, Genève Aéroport published a directive to present the measures that have been implemented to ensure the protection of pregnant women and breast-feeding mothers.

Finally, the Health and Safety at Work Committee updated its policy by prioritising the protection of health and safety of its staff. Said policy has been imple-

mented throughout all the company's activities.

### Fire Safety and Prevention (SI)

10 evacuation simulations and 7 nights of safety installation controls took place in 2017. These enabled us to take the necessary measures to improve fire safety and prevention at the airport.

The entire fire safety and prevention management system was audited. The results and action plan will be fully studied and presented in 2018.

### First-Aid Rescue Workers in Fire Safety Expertise Assessments and Projects

300 expertise assessments were carried out; 207 of them in the field of fire safety and 93 in that of first-aid rescue. The First-Aid Rescue – Fire Safety cell undertook or were very involved in 20 major projects touching these two areas. The concept of fire safety of the main terminal, the evacuation plan of the emergency plan and the establishment of the catalogue of dangerous phenomena of electric and mechanic services were deeply reviewed and adapted.





# 10

## THE ENVIRONMENT AT THE HEART OF CHANGES



In the field of the environment, the past year can be qualified as historical. Whether it's on the ground from the reduction of noise emissions or in order to improve air quality and to contain the impacts on climate and biodiversity, Genève Aéroport has engaged in actions that will bear fruit for many years. In addition, innovations have multiplied for waste management, both on the tarmac and in the buildings or on the edge of the platform.

### **The objective of reducing noise emissions at the heart of our priorities**

Noise has been the focus of attention. It has been evaluated, financially negotiated, removed from many residential areas, and even virtually eliminated in some areas of the tarmac.

It was first evaluated, thanks to an extension of the noise measuring network to seven microphones. In addition to the four microphones currently installed, three new locations have been added

in the municipalities of Aire-la-Ville, Satigny and Ferney-Voltaire. Test campaigns have been carried out and the new measuring devices will be installed over the course of 2018.

Sound emissions were also financially discussed during the negotiations with airlines that took place between January and April. Noise charges have been increased by 120%. For each class of aircraft noise, the taxation has been reassessed. With these new charges, many homes will be isolated from noise. With the continuation of the soundproofing programme of the buildings located around the airport, the number of houses protected from noise will increase significantly. By the end of 2017, 3.663 housing units had been isolated since the beginning of the Soundproofing program. For the next ten years, it is planned to invest more than 87 million francs, i.e. the equivalent of 3.200 dwellings isolated from the noise around Genève Aéroport.

Sound emission sources have finally been eliminated, thanks to the new noise damper and 5 new power supplies that allow aircraft to cut their APU's when parked. In its first year of service, the new noise absorber made 316 tests, while the former, located to the north, made 71. The five new parking positions installed in 2017 are in addition to the 36 existing ones.

### **A showdown for air quality, climate and biodiversity**

In addition to reducing the noise emissions generated by the 41 aircraft parking positions, these aircraft are now able to annually save on 10.000 tonnes of kerosene and avoid the emission of 62 tonnes of nitrogen oxide and 32.000 tonnes of carbon dioxide.

Another highlight for climate is the announcement of a collaboration with the only company in Europe able to supply a biofuel for aircraft that meets the requirements of Genève Aéroport in terms of durability and quantity.

It positions Genève Aéroport as one of the first airports to offer airlines the use of 1% bio-kerosene. Carbon dioxide emissions emitted by the airport's infrastructures in 2016 were also offset by the purchase of carbon credits, in line with the ACA 3+ certification process (Certification issued by the International Airport Council). 11.000 tons of carbons were thus compensated for a value of 40.000 francs.

150 new charging stations for electric vehicles were also installed and 2 new electric buses were acquired. At the end of 2017, 25% of the vehicles travelling on the tarmac operated through electricity, gas or hybrid engines.



The mobility Plan of Genève Aéroport also experienced developments since the staff shuttle network was extended. In addition, a new line has been made available to the collaborators and can be simply reserved by smartphone. Approximately 61.000 people were transported through the company funded shuttles. Finally, it should be noted that carpooling was more strongly encouraged, using exemptions applied to parking places. All these actions aimed at improving mobility or upgrading the infrastructure, are part of the desire to improve air quality.

For biodiversity, Genève Aéroport has installed new bee colonies on the north surface of the tarmac. They produced a good quality honey. Ecological compensation measures have finally been carried out, on the margins of the building works taking place at Genève Aéroport.

#### **Innovative Waste Management**

An original and effective partnership called Solidarcom was concluded with a non-governmental organization to recover used phones. Modest at this stage, it has however allowed collecting of 40 handsets in a single collection point.

Other spaces will be developed in the course of next year to amplify this initiative.

The statistical and financial monitoring of waste management should also be more efficient, thanks to a new computer application that is monitoring it.

Bottle-draining devices placed before the passenger security control area also allow these containers to be kept, in order to fill them once the security control is passed. New sorting bins were finally installed outside the building.

## **BIOKEROSENE IN ALL WINGS : A GLOBAL FIRST !**

On September 13, 2017, an unprecedented agreement between Genève Aéroport and the Finnish company NESTE was signed. It will distribute 1% alternative fuel at the airport at the earliest by the end of 2018.

This commitment has a significant ethical significance: obtaining this type of kerosene will respect the precepts of sustainable development, in order to ensure a satisfactory overall environmental balance. This fuel will be produced exclusively from animal and vegetable fat waste. On the other hand, the raw materials used for the production of this

fuel will not affect our natural heritage and will be of European origin. The transport of the fuel will be by boat or train.

Modest in appearance, this contribution is actually a giant leap: the use of this fuel at Genève Aéroport will be equivalent to the consumption of aircraft biofuels in 2016 on the whole planet. The price of fuel for the airline will remain unchanged. Subject to confirmation of the announced support of the federal Office of Civil Aviation, Genève Aéroport will be fully committed to this agreement for a period of 5 years.



## LONG LIVE DAMPENED NOISE !

Since January 2017, Genève Aéroport has operated a large noise damper which allows for engine tests on commercial and private aircraft to be carried out in a confined environment. This infrastructure offers the possibility to divide by 100 the sound emissions emitted during engine tests. Coupled with the small noise damper located on the north tarmac, this investment has enabled 387 engine tests to be carried out, while protecting the ears of Genève Aéroport residents.



## SUSTAINABLE DEVELOPMENT : EVERYBODY'S BUSINESS !

At the beginning of June, during the European Sustainable Development Week, different activities were offered to passengers. The aim was to inform them about the actions taken by Genève Aéroport and to make them aware of good practices. This was an opportunity to promote local products and well-being and to communicate the use of 100% renewable and Swiss electricity. In addition, passengers from Genève Aéroport have been sensitised to the sorting of waste, thanks in particular to a fun 3D cartoon and have been encouraged to compensate for the carbon emissions of their flight.

In mid-September, the airport's employees had the opportunity to meet the energy, environment and sustainable development teams to learn more about the realities of sustainable development at the airport. Various activities were organised, such as good practice awareness-raising workshops, guided tours or conferences led by external invited participants. More than 250 employees participated in these activities.





# AFFIRMATION OF RESPONSIBLE IDENTITY



## TRANSPARENCY

Is seen as a compelling necessity in order to ensure better communication at all levels of the company. To strengthen synergies and develop cohesion, projects and work undertaken by all must be exposed in the utmost transparency. This value is important in order to involve as many collaborators as possible in the strategic objectives of the company.

## ECOLOGY

More than an idea, ecology, after much discussion, was chosen as a value by the collaborators. For the years to come, it must guide the footsteps of all trades at Genève Aéroport. Employees are aware of the issues associated with the need to assume the role of an urban airport. Fully integrated into the social life of the region, the airport nurtures the ambition to demonstrate that it is up to the challenges that citizens define. The 44.000 jobs that depend on Genève Aéroport will only develop if they are understood by all. The airport doesn't live in a vacuum. It listens to a population that expresses its desire for sustainable development. A true philosophy that will combine the economy, employment and the environment



# 11

## OUR FRIENDS AT AERoclub

### BYE-BYE GRASS LANDING STRIP!

2017 marks the end of aeronautical operations on the grass strip. Closed for safety reasons, this track will remain engraved in the memory of all aviation enthusiasts, in the forefront of which is the flying club. Our friends from the Aéroclub continue their activities, however, by using the main runway that they've been using for a long time. On September 24<sup>th</sup>, around a few delicious offerings provided by a food truck, a high-aerobatics display took place in the early afternoon, under the admiring gaze of the diners.









# 12

## HUMAN AND SKILLS MANAGEMENT : TRANSITION TO CHANGE

Genève Aéroport has engaged a fund-raising project with its collaborators. In the constant effort to involve staff, extensive consultations were conducted. The latter allows for the preparation of changes related to the strategic decisions adopted by the new management. At the same time, the partnership between the services has developed, in order to facilitate transversality.

### Focus on listening and analysing

Certified *Friendly Workspace* as part of the federal "Health Promotion Switzerland" programme in January, Genève Aéroport reaffirmed its commitment to the principle of social responsibility. In close collaboration with all employees, the actions deployed since 2013 to improve well-being at work will therefore be intensified. An important job has also been carried out with some 700 collaborators, aimed at establishing indicators for better measuring performance. These exchanges oriented towards the train-

ing needs having led to the first concrete measures, such as the introduction of modules designed to better know the airport or to reinforce the knowledge necessary to deliver first aid in the event of health incidents in the airport. The team leaders benefited from more specific programmes, particularly in the field of security. In addition to the Staff Advisory Board, a large survey was conducted to measure employee engagement with the company.

Thanks to an excellent 71.7% overall participation, the data analysis guarantees high quality. In addition to this survey, the employees worked to define eight values that drive the company on a daily basis. This hard effort at introspection now delivers a very fine reading of the expectations of Genève Aéroport staff. It offers a fairly comprehensive reading grid in order to adjust the human resources policy in coherence with the company's global strategy.

### Develop the spirit of partnership, strengthen transversality

The impulses and individual changes within the Directorate General are directed towards the need to develop the partnership. If the *Safety Office* is now called the safety service, the SSA has become the Rescue and Fire Fighting Service (SSLIA). The creation of the Airport Operations Coordination Center offers a more integrated dimension to the Operations Department. The services of the airside service have been redesigned and are now known to several entities: Passenger Transport; Maintenance; Winter Operations. Two Departments have finally been created within the Infrastructure Division: Operations and Energies on the one hand and major Projects on the other. These adjustments or reorganisations were undertaken with the firm intention of strengthening the transversality between the entities that drive Genève Aéroport on a daily basis.

## EVOLUTION OF THE 2013-2017 WORKFORCE

	2013		2014		2015		2016		2017	
	E.P.T.	Pers.	E.P.T.	Pers.	E.P.T.	Pers.	E.P.T.	Pers.	E.P.T.	Pers.
Full-time employees	793.2	836	816.2	858	859.6	908	911.44	964	939.85	995
Auxiliary monthly fixed-term contracts	35	46	50.3	64	41.9	52	25.5	31	27.3	34
Apprentices	7	7	5	5	7	7	7	7	8	8
Total	835.2	889	871.5	927	908.5	967	943.94	1002	975.15	1037



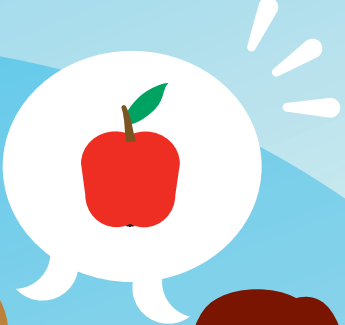
**I Feel Good**

**Les bons gestes au quotidien**

**Prendre le temps de communiquer**



**Soyez clairs et concis!**





# 13

## AT THE HEART OF THE ASSOCIATIVE LIFE OF A REGION!

The entire region benefits from an intense and varied associative, cultural and sporting activity to which Genève Aéroport wishes to actively participate in. In 2017, a special emphasis was placed on social and humanitarian actions, as in the local initiatives.

Genève Aéroport combines its image and values through the support provided through sponsorship. It is thus possible to build strong links of proximity with a large number of associations active in the surrounding towns, as in the French-speaking cantons or in neighbouring France. The local integration of the activities to which Genève Aéroport supports is one of the main criteria to the selec-

tion of sponsorship policy. Commitment decisions are also based on other criteria, such as accessibility to the general public, open-mindedness, training or innovation. In 2017, 962.418 francs were distributed to very diverse organisations and projects.

In order to assert this presence with the public but also with its collaborators, Genève Aéroport innovates this year through a 3-year commitment as a title sponsor with the new "20km de Genève by Genève Aéroport" race, and also by signing a major three-year partnership with Solarstratos, a totally innovative solar airplane project. Culture is not forgotten either, thanks to

the signing of a two-year partnership with the Théâtre de Vidy and the FIFDH (Film Festival and International Forum on Human Rights).

### **A participatory commitment on the subject of migrants and migration.**

This year, the Management of Genève Aéroport and the sponsoring committee proposed to employees to choose and vote for three humanitarian programmes on the theme of migration. Each project was awarded a sum of 25.000 francs.

These projects support the rehabilitation and integration, the protection of migrants in Switzerland and the cause of migrant children.

## MAIN COMMITMENTS

Sports: 20km from Geneva by Genève Aéroport (running); Geneva Lions (basketball), Team Geneva, Geneva Servee Hockey Club, Swiss Open Tennis (wheelchair tennis).

Cultural: Théâtre de Vidy, FIFDH, Geneva Chamber Orchestra, Caribana Festival, Meyrin Forum, Film Festival and International Forum on Human Rights (FIFDH), Annecy International cartoon Film Festival.

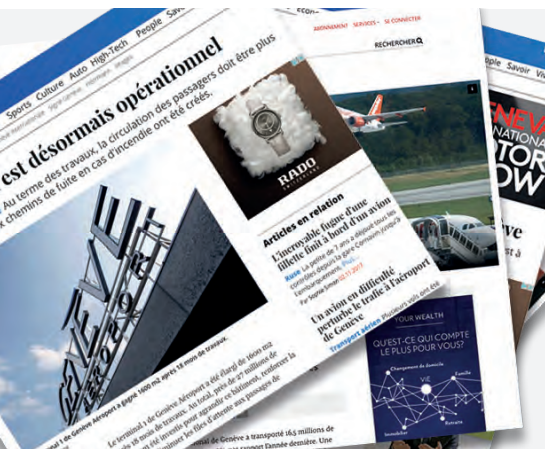
Touristic, Economical: Festivals of Geneva, Forum of 100. Charities: Geneva Red Cross, Terre des hommes, Friends International, Handicap International, Caritas.





# 14

## A NEW COMMUNICATION CULTURE



Genève Aéroport has focused on better valuing its projects and achievements. In connection with all its partners and in the constant aim to, in particular, reach the citizens of Geneva, Vaud and those of neighbouring France, several communication vehicles have been exploited. The main developments of the airport have been highlighted by very strong institutional communication actions such as press conferences, press releases and daily media availability while also relying on local initiatives, thanks to different events. A more targeted presence on social media finally enabled Genève Aéroport to greatly increase its messages.

### More sustained institutional communication

On occasion of the traditional presentation of the annual report, many initiatives have been carried out to prepare public opinion and employees for the major changes that the institution will encounter in the years to come. In the interest to better coordinate its actions with the Confederation and the Canton, Genève Aéroport focused its commu-

nication on the preparation of the first aeronautical infrastructure sector plan, the consultation of which was opened by the Federal Council in mid-November 2017.

The preparation of this document, which will oversee the airport's development until 2030, offered the opportunity to multiply the actions designed to explain the operation of the platform and to promote the projects in progress and to come. The communication on the 2016 year-end assessment first of all made it possible to explain the very clear difference between forecasts of changes in the number of passengers and those related to aircraft movements. Passenger traffic increased by 4.8% in 2016, while the number of movements remained almost stable.

Genève Aéroport has thus been able to demonstrate that, despite a high turnout, it is possible to contain the environmental footprint of the platform. This communication was amplified by the publication of the report on sustainable development at the beginning of June. Beyond the environmental impacts associated with the presence of aircraft, this document published every two years has made it possible to actively sensitize the population on all projects and actions committed to the environment. Presented at the European Sustainable Development Week, Genève Aéroport explained the numerical impact and the strong transversality of the actions taken in this field. Whether it is towards its employees, in its infrastructure management or even in its actions about actions to reduce its sound and atmospheric impact, the establishment has unveiled initiatives little known to the general public.

2017 has also helped to give voice to innovations and commitments in the field of energy. Having become a member of the Confederation's Energy exemplary group, the airport has demonstrated that it has succeeded in significantly reducing its energy consumption, while achieving significant savings. More locally, a large-scale partnership was unveiled with the Geneva Industrial Services (hereinafter GIS). The latter tends to improve the energy efficiency of the platform, thanks to the installation of 55.000 square meters of solar panels on the roofs and the suitable wall surfaces. With the expertise of GIS, 7.5 GWh per year will be produced, equivalent to the annual consumption of 2,500 Geneva households. Beyond this modernisation of energy infrastructure, the consequent investment efforts made in the terminal also required active communication.

In order to reduce the waiting times that caused some discontent during the winter, Genève Aéroport has sensitized its passengers to the initiatives carried out in record time: the expansion of Terminal 1 at the departure level, the creation of new security checkpoints and the extension of control counters for passengers to or from a place outside the Schengen area were communicated just before the holiday season.

On the financial front, the summer communication on the first Genève Aéroport bond issue has finally made it possible to underline the importance attached to the institution's investment strategy.

### Initiatives that focus on proximity

Reinvesting the city, this was the challenge of the economic forum orga-

nized last June by the communication department, around the theme "Genève Aéroport, an engine of the economic development of Western Switzerland and neighboring France". Bringing together more than eight hundred decision-makers from the political, economic, associative and media spheres, the event has made it possible to forge links with many partners.

In the heart of the city, in the Buildings of the Motor Forces, it was the occasion to highlight the central role of Genève Aéroport in the regional economic development. The participation from Genève Aéroport to the Digital day, on November 21, 2017, offered the opportunity to present and explain to the general public several digital innovations. The Cornavin station hall welcomed a booth on this

occasion which offered the opportunity to discover the digital media of Genève Aéroport. The new operations center, or even the native "Plans" application, which makes it possible to locate the different locations of the airport in relation to the place in which the passengers are, has been very successful.

#### A more focused presence on social networks

The presence on the social networks of Genève Aéroport confirms the effort of digitization carried out for several years. Like traditional channels of communication, social networks allow for dialogue with communities, fostering trust. By adapting the tone and nature of the messages according to the social networks, it is thus possible to initiate more targeted actions. This allows, for example,

to improve the image of the airport by revealing in particular the backstage of the platform. Moreover, while privileging fun approaches, the information expected concerning particular destinations or airlines is effectively conveyed. In the interest of improving passenger service, responses to Internet users are delivered with a tense flow.

This effort was also realized by the setting up of a *chatbot*, or conversational assistant, whose availability to the general public will take place in 2018. This tool will make the passenger's journey easier and reach a large number of customers. Thanks to this artificial intelligence tool, information on flights, or even on transport and access to the airport, will be issued to important target audiences.

## A GRAPHIC CHARTER, A STRONG IDENTIFICATION ELEMENT

Directly from the company's *Brand book*, the graphic Charter has been designed and defined. It will be progressively deployed on all communication and information media. The new graphics Charter has already been the subject of concrete applications and variations in the clouding project of the customs area, for example. In order to meet a regulatory requirement, all the windows in the arrivals sector were clouded, using visuals incorporating the key principles of the Charter.







Forum Genève Aéroport, Bâtiment Forces Motrices, June 13, 2017

## OVERVIEW OF COMMUNICATION SERVICE PRODUCTIONS IN 2017

**9**

Video editions of the GVApproach, the internal video diary and over 40 subjects covered

**32**

Videos made and shown on social networks

**1**

Geneva Airport Presentation Film

**4**

Timelapse of the THC works (Transformation Hall Check-in)

**18**

Press Releases

**4**

Press conferences

**15**

Banners published on our internal platforms

**83.817**

Fans spread over the 6 social networks

**817**

Publications on the 6 social networks

**Nearly 100**

Contacts per day (comments, mentions, private messages, opinions) on social media

**1.057**

Complaints processed on social networks

**More than 800**

Media requests



# DEVELOPING RELATIONS TO CONSOLIDATE OUR POSITION

Public and aeronautical affairs are an essential part of Genève Aéroport activity since they ensure its integration into the local political context and its influence on the international scene.

## Close exchanges with the federal Office of civil aviation

Whether it is the innovative preparation of the sector plan of the aeronautical Infrastructure (PSIA) relating to Genève Aéroport, the sharing of strategic and operational solutions, or the coordination of the relationship with our French neighbours, exchanges with the federal Office of civil aviation were strong. Genève Aéroport is also proud of the establishment of a regular channel of strategic level communication with the Swiss regulator of civil aviation.

## Cooperation between airports

Genève Aéroport has also multiplied its

exchanges with other airport platforms which share some comparable issues and challenges (e.g. Lyon or London-Gatwick). The long relationship of friendship with Montreal airport was sealed by the signing of a partnership. This document highlights the many convergences between the two airports, while establishing a relationship of exchange of best practices in all areas of sustainable development, human resources, infrastructure, etc.

## Participation of Genève Aéroport in the development of the Canton and the region

With its direct neighbours, Genève Aéroport has increased the number of information and awareness actions that help prepare the main strategic deadlines under discussion at the Geneva Grand Council (popular vote in particular) or in the Canton's relationship with Berne (e.g. PSIA). Whether at

meetings with the Geneva, Vaud, or French authorities or in connection with associations, Genève Aéroport has increased its efforts tenfold in order to keep the local population informed. In the context of the financial support granted to local and regional initiatives, Genève Aéroport has also paid special attention to the solicitations of its direct neighbours. In the heart of the city of Calvin, nearly 800 representatives of economic, political and diplomatic circles met on June 13, 2017. This event allowed to measure the impact of the evolution of Genève Aéroport on western Switzerland and neighbouring France.



PSIA Consultation, open session, in the presence of the Councillors of State, Mr. Antonio Hodgers and Mr. Pierre Maudet, as well as the General Director of Genève Aéroport, Mr. André Schneider, on November 30<sup>th</sup> 2017

## PROTOCOL EVENTS

Highly appreciated by all different parties involved in Geneva International, the protocol service welcomed 4.688 senior officials this year, including 97 Heads of State, 44 Prime Ministers, 227 Foreign Affairs Ministers, 2.071

Ministers and 687 royal families. This exceptional activity contributed to the success of some 60 international conferences and other events which took place mainly in the Lake Geneva area.

# 15

## RISK MANAGEMENT AS A GOVERNANCE TOOL

In terms of governance, Genève Aéroport continues its development through the improvement and implementation of new decision-support tools to ensure the achievement of the strategic objectives it has set itself.

### **Risk management and internal control**

The analysis of major business risks was repeated this year according to the same methodology used in 2016. It identified events likely to have a negative impact on the platform's activities and to determine action plans if necessary.

In addition, two new transversal risk management committees have been created, one at the level of the Directorate-General and the other at the level of departments and services. Their objectives are to increase the

transversality, the homogenisation of the systems and to create a culture of risk at all levels of the organisation.

Steps have been taken to assess the criticality of the infrastructure, facilities and human resources that Genève Aéroport depends on. These analyses will, for example, define measures to mitigate the risk of unavailability and lack of key resources.

The decision to implement a specific *Operational Readiness and Airport Transfer (ORAT)* procedure for major infrastructure projects will help reduce the risk of malfunction and non-compliance when putting a project into operation.

Finally, the recruitment of an insurance expert has enabled Genève Aéroport to develop new skills in risk management, in particular to assess the relevance of

transferring all or part of the financial risk to a third party.

### **Other decision support tools**

In order to allow for more efficient management and control of the company, Genève Aéroport has a new dashboard created on the basis of the five strategic objectives it has set itself. The latter is discussed every quarter by its governing organs according to performance indicators and predefined target values.

### **Monitoring**

In 2017, the first internal audits, a function attached to the chairmanship of the Board of Directors, provided an objective assessment of the internal control put in place within certain key processes of the organisation which became a set of recommendations to the attention of the Directorate General.



## THE GUARDIAN OF THE LEGAL TEMPLE

The General Secretariat and Legal Affairs was established by the new Directorate-General as part of its recent reorganisation. Directly attached to the Director-General, the General Secretariat coordinates and monitors the activities of the General Management, assists and advises the Director-General, particularly in his relations with the Board of Directors and State bodies.

As for legal issues, they are handled by several lawyers with varied profiles able to cover all of the issues that an airport may face: the contract between Genève Aéroport and a new provider of surface rights issues through the drafting of positions for cantonal authorities on legislative revisions.

### **New rules in Genève Aéroport governance**

The adoption by the Board of Directors of the new Internal Regulations on the signing authority of the members of the Management and staff of Genève Aéroport marks the strengthening of the institution's governance with regard to compliance and control of contracts, decisions, and commitments made by Genève Aéroport.

### **Better regulation with regard to access to the airport site**

Under the mandate of the Geneva legislature and in the application of the new Geneva law on taxis and chauffeur-driven cars (LTVTC) of 13 October 2016, Geneva Airport has adopted the Regulation on the conditions of access to the perimeter of Geneva International Airport.

By delegation of authority, Genève Aéroport now expressly enjoys the power to organise, regulate and, where appropriate, to sanction the access of taxis, limousines and other private individual transport vehicles to the airport site

### **New rules governing the activities of suppliers and agents**

The legal department also worked on revising the Genève Aéroport General Conditions applicable to the suppliers of the establishment. They are now available on the website of the institution, in French and English versions.

Lastly, in terms of the protection of worker's rights, Genève Aéroport has set up a process of additional controls with its agents and their possible subcontractors, making it possible to exclude companies in breach of its own markets.

## INVESTMENT PLANNING FOR DECISION-MAKING

With the reorganisation that accompanied the arrival of the new Director-General, Genève Aéroport has a service responsible for strategic planning, project coordination and procurement directly related to management. It helps to support the General Management in its strategic decisions.

Strategic planning 2017-2030 has been validated. Genève Aéroport is thus endowed with long-term goals. This document facilitates the decision, for the realization of the infrastructures that make it possible to adapt to the evolution of flows.

From this first stage follows the direct planning directions which makes it possible to identify the development strategies set by the Management, the specific needs expressed by the various businesses, and all the solutions envisaged in order to respond to the strategic orientations. These solutions are referenced, detailed and integrated in temporal and geographic planning. The forecast of annual traffic demand in terms of movements and passengers was carried out by Intraplan. They themselves served as a reference for partners in the process of coordinating the PSIA sheet at Genève Aéroport.







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      #GeneveAeroport

**GENÈVE**  
AÉROPORT

**Aéroport International de Genève**

Case postale 100 | CH-1215 Genève 15 | Tél. +41 22 717 71 11  
[www.gva.ch](http://www.gva.ch)

