

THE AIRPORT OPERATOR

THE OFFICIAL MAGAZINE OF THE AIRPORT OPERATORS ASSOCIATION



THE UK AVIATION CONFERENCE 2015

FULL PROGRAMME INSIDE



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THE AIRPORT
OPERATOR

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ED ANDERSON

Introduction to the Airport Operator



Can I welcome readers to this edition of the Airport Operator, which is published on the occasion of The AOA UK Aviation Conference & Exhibition.

We are delighted to be linking with **BATA, BAR UK** and the **Royal Aeronautical Society** for this event, which is the principal annual aviation conference in the UK calendar. We have a superb line up of speakers including the Aviation Minister, Shadow Transport Secretary, Scottish Cabinet Secretary for Infrastructure, and many Chief Executives and senior players from across the aviation and aerospace sectors. We welcome renowned ITN news anchor and presenter Natasha Kaplinsky as our conference moderator for the first time; and we are delighted that Independent journalist and well-known travel broadcaster and writer Simon Calder will once again be hosting our Annual Awards at the conference Dinner.

Since the publication of the last edition of the Operator, the Final Report of the Airports Commission has been published. The AOA welcomes the completion of the Commission's work and we continue to support the assertion already made in its Interim Report regarding the need for both airport expansion and making the best use of existing capacity at UK airports. We urge the Government to respond

swiftly to maintain momentum, remove uncertainty and ensure the UK gets the additional capacity it so vitally needs as soon as possible. At the time of writing, we are currently awaiting the Government's response, which has been promised by the end of the year.

At the Annual Conference, in addition to considering current and future policy on aviation and aerospace, we will also be considering the importance to the UK of tourism. This follows the publication of the 'Tourism and Aviation' report during the summer by the AOA, ABTA, Tourism Alliance and UKinbound, which highlights the key role of aviation and leisure tourism as a wealth and job creator. In this context, and after a sustained period of lobbying from the industry including the AOA, we very much welcome the Prime Minister's recent announcement on changes to the rules for visas for visitors from China.

The AOA continues to be active on behalf of all its members on a very wide range of issues. These include Air Passenger Duty where we are closely following discussions in Scotland, and potentially Wales too, about the future of APD. We are arguing strongly that if there is any reduction in APD in any part of the UK, then that reduction must be matched immediately right across the UK.

Following the General Election in May, we are continuing our intensive programme of engagement with Ministers, MPs and civil servants. We held a successful Annual House of Commons Reception at the end of June which was well attended by parliamentarians; and AOA Chief Executive Darren Caplan recently gave evidence to the Transport Select Committee about the importance of Government supporting improvements to surface access at airports.

I am looking forward to seeing many of you over the course of what I am sure will be a most interesting and enjoyable Conference.

Ed Anderson, AOA Chairman

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REACH FOR THE SKY

*The UK's Sustainable Aviation initiative celebrates its 10th Anniversary this year. Airport Operator Editor **Gary Mason** reports from a House of Commons event to mark its achievements and hears about the obstacles it still faces*

Sustainable Aviation (SA) was set up in 2005 – the year that Tony Blair won his third term in office, and as Prime Minister he endorsed the organisation's first progress report.

During that year the aviation industry, not just in the UK but around the world, was having a pretty hard time. In September 2005, IATA announced that globally the industry would lose \$8 billion largely due to sky-rocketing fuel prices of \$57 per barrel of crude oil. Just three years later the price would peak at \$147 a barrel.

"This shows how much the industry has improved its economic sustainability since then," says **SA Chairman Jonathon Counsell**. "This year [2015] IATA has just announced we will return \$30 billion of profit with very much the same oil prices as we had in 2005."

But he stresses that the aviation industry has not just become more



*Jonathon Counsell
SA Chair, 2013-2015*



*Robert Goodwill MP,
Aviation Minister*

economically sustainable in that 10-year period. It has also become more environmentally sustainable. On climate change the industry has improved its efficiency by 11 per cent. But since 2010 that figure has improved by more than 2 per cent per year, which is significantly greater than the industry target of one and a half per cent. "This has been achieved through operating efficiencies but also largely through new aircraft," he says.

UK-based airlines have acquired 470 new aircraft worth \$50 billion saving 26 million tonnes of CO₂. Six million tonnes of that saving was made through air credits – the EU emissions trading scheme (ETS). This is the first market-based measure to include aviation.

"We have also made very good progress in relation to sustainable alternative fuels," says Counsell. "Two of Sustainable Aviation's members have world leading projects – British Airways and its waste eject fuel plant here in the UK, and Virgin Atlantic, with its waste gases to fuel project in China."

It has not however been all plain sailing for the initiative. He says that the low oil price has created "head winds" which it cannot control. "But with government policy incentives we surely can continue to make progress.

We welcome the progress that has been made by the DfT to review inclusion of aviation alternative fuels in the renewable transport fuel obligation. We look forward to further progress on that next year with the review of the renewal energy directive." He stresses that inclusion in this obligation "is not a state subsidy" and should not be seen as such.

The organisation also feels there has been great progress on noise reduction. The next generation of aircraft, including the Airbus A380 and the Boeing 787 Dreamliner, are 50 per cent quieter than the planes they have replaced. "Around the primary airports in the UK the noise contours have reduced by 14 per cent, significantly lowering the number of people affected by aircraft noise," he adds.

He says that continued good working relationships with government ministers is vital. Since the initiative was set up it has worked with no less than seven different Ministers of State for Transport – an average tenure of 17 months per minister.

The current **Aviation Minister Robert Goodwill MP** welcomes the SA initiative but says that although progress has been made there are still significant obstacles to overcome. "It is good that almost everyone in the UK can now enjoy the pleasures

of flying and it is vital for business to grow. But there are some challenges particularly around the issue of aircraft noise. We have made it our clear policy that we want to limit and where possible reduce the number of people significantly affected by aircraft noise.

“Although we have heard that aircraft are getting quieter, unfortunately you either get woken up or you don’t when that first Cathay Pacific flight comes into Heathrow. Also if you go out to areas where there are people living on the flight path it is the constant nature of the sound which particularly upsets people.”

The Minister acknowledges that the navigation of aircraft has got a lot better along specific routes due to modernised ATM processes and the use of technology. But even this has a downside in terms of the environmental impact, he adds. “This presents a challenge of its own. Yes, you do affect fewer people but that performance-based air navigation route means that you are not hitting a wide number of people on a wide flight path – you have got a very narrow flight path.

“We need to think about whether we look at concentration along a route missing large centres of population or whether we look at a more dispersed type of route so that may be more people are affected but not the same people all the time.”

He says biofuels have a big part to play in reducing the environmental impact of aviation, but here again there may be a downside. “We have seen first generation biofuels derived from food crops and they present challenges or their own not only in terms of living in a world where not everyone is fed but also in terms of the environmental impact that may have in terms of land use changes. I am very pleased that we are moving to second and third generation biofuels using waste, factory gases and also looking at new technology relating to algae.”

The Government is currently looking at the Transport Energy Taskforce report, which was published in March which assesses the benefits of making aviation biofuels eligible under the RTFO (Renewal Transport Fuels Obligation) scheme.

“In terms of CO₂ emissions we need to be working towards a global market based measure,” the Minister says. “I know there are many of those in Europe who are more ambitious and are champing at the bit to move forward more quickly but we can only achieve what we have set out to achieve with a global solution to what is a global problem.”

He also predicts that 2016 will be a “crunch year” for ICAO in being able to achieve carbon neutral growth by 2030.

Despite these problems he says that Sustainable Aviation has proved to its critics that it is not just “another bit of Green wash.” He adds: “We have seen companies and environmental reports for sectors where there are 200 vehicles but only a couple of those run on batteries yet they appear on very page of the report. In 10 years we have seen that the aviation sector really means business on this and is determined to face up to the environmental challenges it faces and deliver the cleaner, quieter future that everyone wants.” ■

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SUSTAINABLE AVIATION: THE FACTS

Initiative started in 2005

An alliance of airports, airlines, manufacturers and air navigation service providers and a world-first coalition of its type.

Goal is to achieve UK growth in aviation without any corresponding increases in aircraft noise levels or CO₂ emissions

Strategy comprised of three roadmaps covering CO₂ emissions, aircraft noise and sustainable fuels

The CO₂ roadmap plots the route for aviation growth to 2050 without a substantial increase in absolute CO₂ emissions

New technology, sustainable fuels and improved operational measures will all help to achieve this

Reduced weight and increased aerodynamic efficiency of the new aircraft entering service will improve fuel efficiency across the aviation sector by 39 per cent by 2050

Sustainable fuels have the capacity to reduce aircraft emissions by a further 15-24 per cent. Advanced second generation biofuels derived from biogenic and waste sources could, with government support, provide thousands of jobs and hundreds of millions of pounds in exports as well as delivering environmental benefits.

The introduction of an effective carbon trading system for global aviation could half net CO₂ emissions from UK aviation in 2050 when compared to 2010.

Aircraft are already 75 per cent quieter than they were 50 years ago due to advances in technology. The alliance's noise roadmap sets out how innovations such as blended wing and body and engine shielding could achieve perceived noise reductions by a further 65 per cent by 2050.

Operational measures can help reduce noise at and around airports such as keeping aircraft higher to reduce noise on the ground, managing approach speeds to avoid using reverse thrust on landing and reduced engine noise during taxiing

Government support to maintain research and innovation is vital





ONE VERSION OF THE TRUTH

How can better IT improve customer experience enough to increase airport revenues? Paul Kehoe, Chief Executive Officer of Birmingham Airport, described the organisation's "technology journey" at the recent Smarter Airports conference in Munich.

Gary Mason reports from the event

When Birmingham Airport's Chief Executive Officer Paul Kehoe first

started working at the airport seven years ago most operational communication was conducted via analogue telephone and the airport had seven different control rooms running the place. As a consequence proper performance



Paul Kehoe, Chief Executive Officer of Birmingham Airport

measurement was all but impossible and nobody really knew what impact this was having on customers.

Why does he think this was so important? "It is important to have a connected airport and invest in IT for a very simple reason," he says. "It is about making money and extracting value from our consumers."

He points out that aviation consumers in the centre of England have a choice of 26 different airports in a 150km radius around Birmingham. The average flying time between those airports is five to ten minutes and using ground transportation, the average travelling time is about 30 minutes. "That represents a huge choice and massive connectivity," he adds.

He says it is important for airports to recognise that those consumers are on a technology journey as well. Birmingham Airport started as a Second World War Airfield and the modern day airport is still dealing with infrastructure that is based on a 1939 design. "Some of our technology is still locked in the 1930s," says Kehoe.

"We are an interesting airport in that although we are a mid-sized airport we have not specialised like many others. We have not become low cost – we have a range of airline offerings right across the spectrum."

Some 45 per cent of the airport's traffic is low cost but it also offers full

schedule airlines, charter flights and some hybrid activity in the form of regional carriers. This means that the airport has upwards of 50 different carriers flying to 150 destinations. Four different handling agents operate at the airport and it has 8,000 staff working at the site of whom only 700 work for the airport company.

"I am not an expert in IT but I am a consumer of the outputs of IT."

"That in itself is a challenge because you have 150 different companies working at the airport, all with different IT systems," says Kehoe. "They also have their own connections into our systems and sometimes we have no control over what they bring on site."

Having said that the airport management wanted to retain as much control as possible over how the airport develops its IT offerings for the benefit of its passengers. "We do want to innovate and we do want to change," says Kehoe. "We have a set of shareholders who demand we bring new ideas forward. One such idea we have introduced this year is the insourcing of air traffic control (ATC) from the national air traffic provider into the airport company."

He said that move presented its own challenges in terms of the IT the airport had to deploy in order to make that strategy change work.

"However, the prize for doing that successfully was massive – a €3.5 million saving every year, for exactly the same service we were getting before."

According to Kehoe, Birmingham has a typical set of passengers at the airport who may not be typical of many other European airports. "For

certain flights we may have up to 15 or 16 'meeters and greeters' for every passenger that flies," he says. "What we find with passengers from India and Pakistan from which have large populations in our locality is that they turn up to the airport as well. This means we have large passenger flows and we do need technology to help us perform our activities."

When the airport decided to address its IT needs it asked: who is the most successful company in the world when it comes to passenger or people handling? The answer to that question is Disney. "The Disney Corporation make you stand in a line for two hours to go on a 30-second ride and you come off afterwards saying 'that was fantastic' and go and queue again," Kehoe says. "You forget all the problems and downsides associated with that process because they manage it in such a brilliant way. When our consumers start their journey, typically on a computer at home booking their ticket, what they see on the screen is what they imagine they are going to get whether they have bought a business class flight or a low cost one. What we give them of course is something very different."

A typical airport experience for a customer in Europe, he adds, starts with congested roads to and around the airport, queues for check-in and security, and increasingly in recent years "the assault course of getting on the airplane."

He adds: "That has changed a little recently with airlines such as Ryanair introducing 'be nice' programmes which includes allocated seating. But there is still a bit of a scrum for the passengers, because the first 90 passengers on board are given cabin baggage priority."

Why is this important in such a low-margin, cost controlled business, and why is the perception of the reality of airports so significant? "When we see this happening what we notice is



Paul Kehoe (centre), with Heart Radio's Ed James, and Alison Plant of Aston Villa Football Club

that passengers don't spend money," says Kehoe. "It is important that passengers do spend money because of the change in business dynamic that we face. Twenty years ago 80 per cent of our income came from the passenger and landing fees. In Birmingham today only 45 per cent of our income comes from that. The other 55 per cent comes from commercial activities - retail, food and beverage, property and car parking. "

He says that in a £150 million business it is therefore vital that passengers "feel in a fit state of mind to buy."

The CEO says that when he first started work at the airport seven years ago many of the day-to-day business processes were conducted via an analogue telephone. "Clearly, there were some systems in place," he says. "We had stand planning software and a FIT system that was the centre of everything. But we also had seven control rooms [eight if you include the fire and rescue centre] from which we ran the airport and that is before we interfaced with airline control rooms or handling agent control rooms."

The consequences of such a complex and disjointed operating platform was that the airport "didn't really know what it was doing" he adds. "We couldn't manage anything properly because we couldn't really measure anything."

In order to improve the customer experience and bring it a bit closer to the Disney model, management decided it was vital that the manager who controls the airport (recognising this is not the Chief Executive or the Chief Operating Officer who are only there eight hours per day) was given a system that would enable them to do it properly.

The process started by bringing the seven control rooms into one so that things could be "measured and managed" more efficiently. Kehoe says it was also vital that key managers had the ability to do this remotely. "Even though I am only there for a third of the 24-hour operating time I want to be able to look at my airport from wherever I am in the world to get the performance we put in yesterday and the performance we are achieving right at this minute. "

He also says the system must be able to tell him when things are going wrong and why, so he would be able to give shareholders or the press an intelligence-based answer to difficult or potentially damaging questions.

"We have created a system where we are using the airport operational database to create one version of the truth," he says. This core system can then be hooked up to other parts of the airport to build up a completely connected airport.

"We are also engaging in a re-build of our baggage system which starts this year," he says. "It will be completed by 2017 and also includes the upgraded security product as well. We are also running the airport in real time offline in a simulation."

This involves a manager sitting and running the airport in order to find the "pinch points", so that the results from the simulation exercise can be fed back into the live operation. This is also vital as customers are able to communicate bad airport experiences at a much quicker pace.

“In our attempts to modernise we realise that our consumers are faster than us at modernising,” says Kehoe. “Every time Apple brings out a new iPhone or upgrades its operating system our consumers have it and communicate the performance of our airport sometimes before we know about it,” he says.

“But this one version of the truth has meant that we are now naming and shaming the people who used to blame us for failures in the system. In the old days handling agents would say: ‘it is the airport’s fault, that’s why there is a delay and we are not going to pay the airline for the booking. That is now changing. Today we are also publishing the live bag times from the previous flight of any particular baggage handling agent on the system, so it can be seen in the baggage reclaim area. This means passengers can see the live performance of those operations.”

Next in the pipeline is a project to completely connect the airport in terms of IT. “As a CEO I realise that there is a massive risk here,” he says. “I am effectively putting all my eggs in one basket. When we built the new control centre we did build a back-up centre 1 km away with its own systems so that if the main control centre burnt down we could continue operations.

“But I am not going to replicate this whole system. Even though we have servers off line away from the airport and have back-up power it is our eggs in one basket. The challenge for me is that if I switch it off can the airport still run? The point is that our consumers are still looking for that journey. What this is about is creating it from the front door, closing at the consumer’s home, to the aircraft door closing and the plane departing from Birmingham.”

With the plethora of airport Apps now available he says he wants Birmingham Airport to be able to passively communicate with passengers in such a way that they feel they are not being pestered by the airport but still get the service they require from it.

“This whole IT upgrade is going to cost Birmingham Airport about €4 million,” he says. “It is good value for money I think because we have also modelled ourselves on the British Olympic Cycling Team, who measure improvements in their performance in hundredths of a second. From our team it is the same. We are looking for that extra passenger, spending that extra penny while we control our costs. If that works we will be able to grow our airport in such a way that we could increase capacity by 50 per cent through the use of technology rather than building more capital projects.” ■

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FACE TO FACE

Gary Mason talks to Dave Laws, Chief Executive of Newcastle International, a vital regional airport which celebrates its 80th Anniversary this year

You have recently completed a £15 million revamp of your departure lounge. What was the thinking behind the project?

We asked our customers what they wanted in terms of retail and F&B (food and beverage) and I think we have been able to deliver something for everyone, whether it is shopping or enjoying a pint of beer while waiting for a flight.

The name of this game we are in is to keep up with market trends to give the customer what they want and I think we have done that. Some people say airports are starting to look like shopping centres but if customers want to shop you have to give them that choice in my view.

Our philosophy this year has been getting back to that feeling people had coming to the airport where they felt it was the start of their holiday or business trip. We will be finished landside at the end of the year and we are very excited to have a new M&S brand - 'Food on the Move' - opening at the airport. We are delighted to get that because I think we are the first airport to get one of these and it is a very good brand to have at your airport.

The project had to be delivered while keeping the airport operational. How difficult was that to do?

It was quite difficult but also vitally important that we got it right. It required attention to detail so it didn't impact on the corridors in the

security and search areas but by getting all those involved on board we managed to achieve that.

Has the project delivered more space for the airport?

The new departure lounge has been built on the same footprint as the old one but we have been able to make more space. We took the decision early on in the project to make additional space for security. This means we have a larger security area that we can bring on line as and when it is needed if passenger numbers increase in line with predictions. We felt it was important to future-proof this area of our business.

How do you envisage passenger numbers and capacity increasing



you...

for Newcastle International Airport in the next few years?

We weren't expecting much growth this year and I think passenger numbers by the end of it will show a 3 per cent growth which is pretty good. Next year we are looking at 6 per cent growth, which is not a bad place to be in. Those two figures combined will see us probably getting back towards the 5 million passengers per year mark which is where we were before the recession started.

Outside the South East I think it takes a lot longer for the economy to recover. It kick starts in London and then moves further north at a more gradual pace. Having said that the North East of England is renowned for its positive trade balance - we are one

of the few regions outside London that exports more than we import. We have got some big companies such as Nissan in the region, but also we have a lot of small to medium sized enterprises (SMEs) and they need to travel south for meetings and to conduct their business.

How much of that growth will be leisure as opposed to business travel?

As always it will be a mix of the two. United Airlines are returning with a regular scheduled service direct from Newcastle to New York and that is one of the main drivers of the growth. One of the other drivers is good support from Jet2, which is mainly leisure and also good support from Ryanair, which is a mix of business and leisure. On top of that

there is what I would call organic growth provided by Emirates and KLM. This year I think the numbers from those two carriers have been phenomenal and have driven a large part of the growth we have seen. KLM/Air France had record months in July, August and September and Emirates had their best ever month out of Newcastle in August. And of course British Airways is a very big business carrier between Newcastle and London.

Newcastle is close to Scotland. What will be the impact on your airport if Air Passenger Duty (APD) is abolished north of the border by the Scottish Parliament?

If that was to happen [with no reciprocal measures taken in

England] it could develop into a very serious situation. Potentially we could lose up to one million passengers. But on the positive side I think that the Government is starting to listen more sympathetically around the arguments on APD.

From next year passengers under 16 will not pay APD so even if Scotland does go ahead and abolish it for everyone, there will be reductions in APD in the rest of the country. We have discussions with the Chancellor and there have been indications from the Prime Minister. He said the day that Scotland got devolved powers that it had to be a fair deal for them but that nobody in the rest of the UK should lose out as a consequence of their devolution.

The feedback that we have received is that the Government won't allow the scenario to happen [whereby Scotland abolishes APD and England retains it]. We have got to hope that these words lead to action. You only

have to look at Belfast Airport and how it is affected by Dublin to see how those regional variations can hurt an airport economically.

Given your geographical location, is Newcastle's biggest regional competitor Edinburgh Airport?

Edinburgh is about a two-and-a-half hour drive from Newcastle and as the airport offers similar services to us so you would have to say yes they are a competitor but so is Manchester. We are really positive about the growth we have seen through carriers at our airport such as Emirates and United returning with scheduled flights. This is very important.

Newcastle is on the main east coast train line connecting the north of the country to the south. How important are good transport links to the economic growth of the airport?

The north east train link is well established but it is disappointing that Newcastle is not going to



*Dave Laws, Chief Executive,
Newcastle International*

get HS2. I say that because I think faster trains to the southern part of the country are vital. We live on an island and exports are very important for the whole country. This is also why Newcastle International Airport has consistently argued that a third runway at Heathrow is so important for the whole of the economy. ■



NEWCASTLE INTERNATIONAL AIRPORT FACT FILE

Information	Fact
Airport Code	NCL
Ownership	Seven local authorities (51%) AMP Capital (49%)
Chief Executive	Dave Laws
Location	Six miles northwest of Newcastle city centre
Terminals	1
Runway(s)	1 (Category III ILS)
Runway length	2,329 metres
Fire cover	Category 8
Aircraft stands	Passenger apron: 26 / Freight apron: 3
Passenger Figures	4.6m (2014)
Destinations	74 (direct)
Scheduled Airlines	Aer Lingus Regional, Air France, Air Malta, bmi regional, British Airways, CityWing, Eastern Airways, easyJet, Emirates, Flybe, Germanwings, Jet2.com, KLM, Ryanair, SAS, Thomson, Thomas Cook, United Airlines, Vueling, Wideroe
Longhaul scheduled routes	Dubai (Emirates), New York (United Airlines)
Executive lounges	2 (British Airways, Aspire Lounge)
Hotels	1
Economic impact	<p>Newcastle International Airport is the largest airport in the North East. It is a jobs generator, supporting 3,200 jobs on site and a further 4,600 across the region.</p> <p>The airport serves a catchment area of the North East, South Scotland, Cumbria, and North Yorkshire and contributes £646 million into the regional economy every year.</p>



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WELCOME FROM OUR PARTNERS

The AOA is very pleased to link up with BAR UK, BATA and the Royal Aeronautical Society to host what we think will be one of the best ever aviation conferences in the UK. At the conference we are bringing together airports, airlines and aerospace for the first time, to discuss the issues of the day, and to present a united front to the new Government, HM Opposition, policy makers and policy influencers. With such a high calibre speaker line-up, it is sure to be a memorable event...



Darren Caplan
Chief Executive,
AOA



Dale Keller
Chief Executive,
BAR UK



Efficient access by air has been one of the primary enablers of the global economy. The UK has been at the forefront of commercial flying since its inception and unsurprisingly remains a vital part of the global network for our 70 airline members. And yet, despite being a UK success story, aviation has not gained the level of recognition and pro-active policy from successive Governments that are needed to safeguard the country's enviable position.

Whether it's a commitment to aviation capacity needs, investment in surface transport links, reforms to visas and APD, border control performance or air space redesign, the individual and collective impacts reach far beyond the industry and into the wider economy. There is huge competition between countries in attracting airlines in order to gain a competitive edge in global connectivity and the UK must not become complacent on tackling policy procrastination, bureaucracy, efficiency and costs.

We are delighted to partner with the AOA and we look forward to hearing from the exceptional speaker line up at this year's conference.



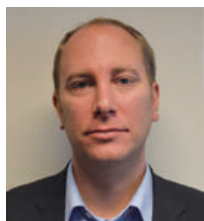
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Chief Executive,
BATA



I am delighted that BATA is working with the AOA and colleagues at BAR-UK and the RAeS on the UK Aviation Conference 2015. Increasingly the different sectors within our industry are working together on issues of common interest. The stellar line-up for this year's conference reflects this cross-industry approach.

There are many more issues that unite than divide us. By joining forces wherever possible we make it harder for government, parliamentarians and regulators not to listen and act on our shared concerns. We have seen from changes to Air Passenger Duty and progress on visas that collective action can make a difference. Looking ahead there will be challenges, particularly on the contentious matter of runway expansion. All the more important that we continue to focus on issues such as sustainable aviation, border and visa policy, taxation and others that deserve just as much effort and attention.

We will work with fellow trade associations and businesses from across our industry to get positive changes for consumers, our industry and the British economy.



Simon Levy
Corporate Partner
Manager, Royal
Aeronautical
Society



The Royal Aeronautical Society (RAeS) is the world's only professional body dedicated to the entire aerospace community. Established in 1866 to further the art, science and engineering of aeronautics, the Society has been at the forefront of developments in aerospace ever since.

The RAeS has over 21,500 individual members drawn from a diverse range of organisations and fields of expertise. Our Corporate Partner Scheme has a membership of over 225 organisations worldwide and is the primary international forum for the exchange of ideas across aeronautics. Our extensive programme of Events aims to spread the knowledge and expertise of the Society's Specialist Groups and is designed to emphasise the RAeS role as a Learned Society. The RAeS also aims to play a leading role in influencing opinion on civil and defence aerospace matters through raising the profile of aeronautical engineering in the press, producing policy papers on important issues and working with decision makers to maximise the value of aerospace to the economy and society.

To find out more about what the RAeS can do for you and your organisation please visit www.aerosociety.com

CONFERENCE PROGRAMME

Day 1 - Monday 23 November

0900 - Exhibition opens - Coffee & pastries available

0945 for 1000 - **Conference Opens / Welcome & Introduction** - Ed Anderson, AOA Chairman; and Natasha Kaplinsky, Conference Moderator

1030 - **The Big Interview** - Willie Walsh, Chief Executive, IAG

1130 - **Aviation and aerospace's role in powering UK plc** - Paul Drechsler CBE, President, CBI

1220 - Lunch

1330 - **The Minister's view** - Robert Goodwill MP, Aviation Minister

1410 - **Panel session 1: 'The Industry Leaders Panel - Where does aviation policy go from here?'**

Debra Barber, Managing Director, Cardiff Airport
 Tim Hawkins, Corporate Affairs Director, Manchester Airports Group
 Paul Kahn, President, Airbus Group UK
 Martin Rolfe, Chief Executive, NATS
 Andrew Swaffield, Chief Executive, Monarch Airlines

1510 - Coffee - Sponsored by Enterprise Rent-a-Car

1540 - **Airports policy in the years ahead, a view from Gatwick** - Stewart Wingate, Chief Executive, Gatwick

1620 - **Making flying safer, lessons learnt from recent tragedies** - Keith Conradi, Chief Inspector, Air Accident & Investigations Branch

1700 - 1st Day Close | 1700 - 1800 Exhibition and ITN Lounge remain open

1900 - The AOA Dinner & Awards Ceremony 2015

Day 2 - Tuesday 24 November

0940 - **Technology's contribution to cleaner, quieter, smarter aviation - view from an aircraft manufacturer**
 Sir Michael Arthur, President, Boeing UK & Ireland

1020 - **Panel session 2 - 'The Tourism Panel'**

Carol Benzie, Managing Director, Aberdeen International Airport
 Sophie Dekkers, UK Director, easyJet
 Ufi Ibrahim, Chief Executive, British Hospitality Association
 Deirdre Wells OBE, Chief Executive, UK Inbound

1110 - **The Scottish Government's view** - Keith Brown, Scottish Government Cabinet Secretary for Infrastructure, Investment & Cities

1150 - Coffee - Sponsored by Enterprise Rent-a-Car

1220 - **HM Opposition's view** - Lilian Greenwood MP, Labour Shadow Transport Secretary

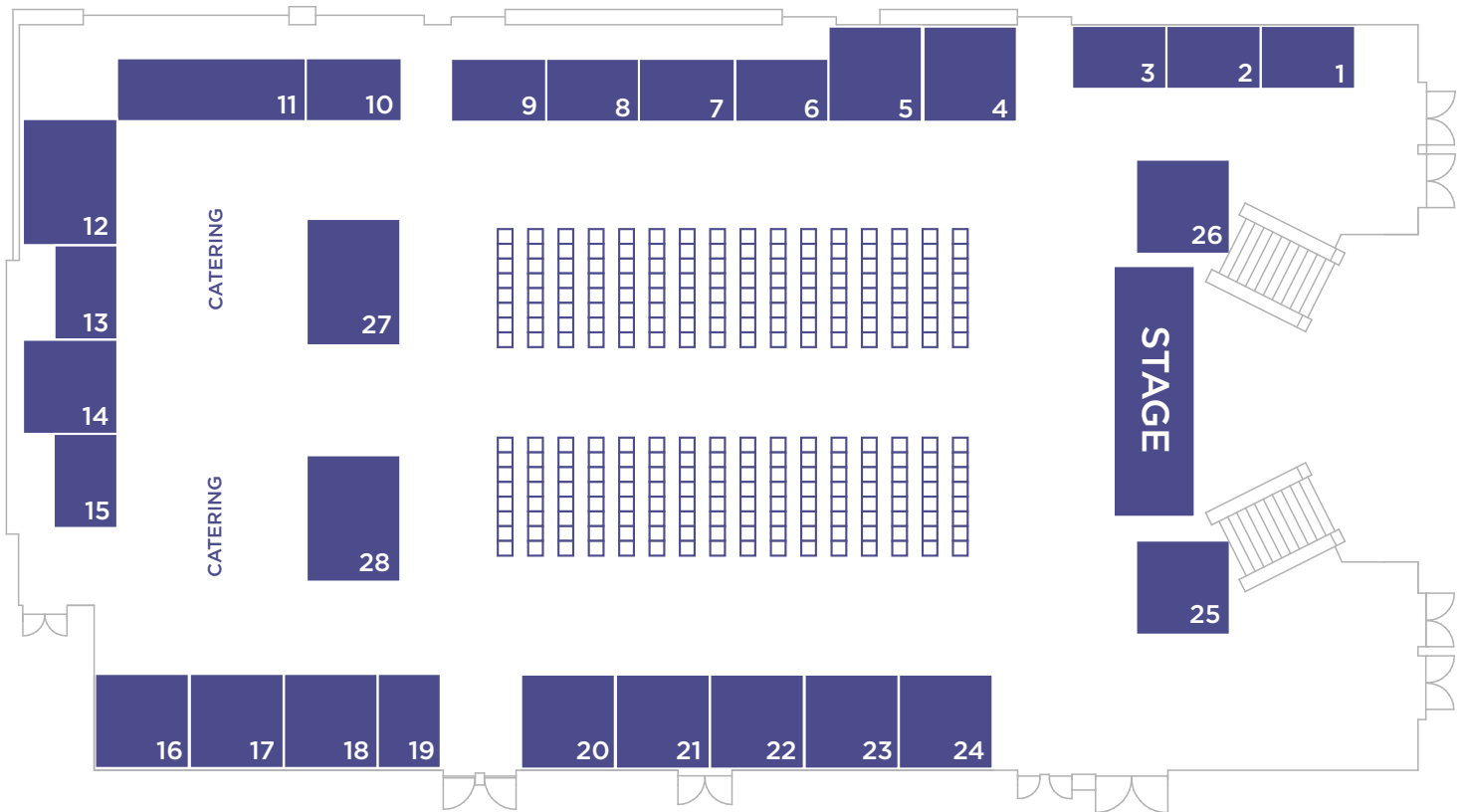
1300 - **Airports policy in the years ahead - a view from Heathrow** - John Holland-Kaye, Chief Executive, Heathrow

1340 - **Closing Remarks** - Ed Anderson, AOA Chairman

1345 - Conference close / lunch

*Speaker programme and times subject to change

FLOOR PLAN



- | | |
|-------------------------------------|------------------------------|
| 1. Safran Morpho | 15. minicabit |
| 2. Vibe Software Ltd | 16. Kromek |
| 3. Securitas | 17. ATEC Security |
| 4. Thales | 18. London Gatwick Airport |
| 5. Avon Barrier | 19. Sustainable Aviation |
| 6. Lagan Construction International | 20. Omniserv |
| 7. Osprey Consulting Services | 21. Woodstar Software |
| 8. Variable Message Signs | 22. Dallmeier |
| 9. Certisa | 23. LAIC |
| 10. Amalga | 24. LNT Solutions |
| 11. Selex ES | 25. Redline Assured Security |
| 12. The ITN Lounge | 26. Meyertech |
| 13. Phonetica | 27. Vanderlande |
| 14. MeteoGroup | 28. Babcock |

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EXHIBITOR PROFILES



AMALGA

Established in 2001 Amalga offers a unique range of bespoke project support services in logistics, construction, Airport Retail and Media and staff services.

Amalga continue to evolve to meet the needs of the complex environment in which they operate, as well as meeting the changing needs of their customers, offering sustainable and innovative solutions in challenging and demanding situations.

Amalga take care to understand the needs of their customers, understand what is important to them, throughout the lifecycle of their projects, and pride themselves on their ability to deliver a professional service.



ATEC SECURITY

ATEC Fire and Security helps your executive team to create a better and more profitable Airport. By considering people and process, in addition to technology, our programmes reduce operating costs, improve the passenger experience and reduce risks to profitability.

Through the ATEC Journey, they help airports to determine their operational requirements and build solid business cases, whilst minimising outlay and risk.

Our Intelligent Design, Assured project Delivery and Support for Life programmes, ensure that initial concepts translate reliably and painlessly into the finished article, providing high-availability service for many years to come.



AVON BARRIER

Avon Barrier is an international designer, manufacturer and installer of high security Hostile Vehicle Mitigation (HVM) solutions, offering a comprehensive solution in the field of entry/exit security control points and perimeter protection.

Their security road blockers, barriers, bollards and vehicle gates have been impact tested to PAS68 and are designed to protect against a hostile attack in the form of a ram raid or a vehicle-borne improvised explosive device (VBIED) and are installed in airports both land-side and airside globally.



BABCOCK

Visit Babcock for a first class experience. Take time out at the AOA Conference to visit Babcock's stand.

Our innovative solutions focus on improving passengers experience whilst lowering costs. They deliver support to some of the world's busiest airport operators and airlines by:

- Operating & maintaining baggage handling systems
- Designing and installing improvements to existing baggage systems
- Fleet management of Airport and GSE fleets
- Managing airport infrastructure & IT systems



CERTISA

Certisa has been supporting Air Navigation Service Providers (ANSP) and suppliers since 2004. They develop safety cases, safety assurance documents, compliant development processes and most other forms of supporting evidence. Certisa are currently working with UK airports from the Scottish Islands to the Channel Islands - and a great many in between. Worldwide they are active in the Americas, Asia, Europe and Middle East. Whether you represent an airport or supplier they probably have a lot to talk about, please visit us on Stand 9.



DALLMEIER

Dallmeier is one of the world leading providers of products for network-based video surveillance and has more than 30 years of experience in the development and manufacture of high quality components for the CCTV/IP sector. With the patented multifocal sensor system Panomera®, Dallmeier presents a completely new approach to monitor runways, hangars or terminals. Dallmeier's customised video security solutions are already used in several airport projects worldwide, including in the UK; Liverpool John Lennon Airport and Bristol Airport.



LONDON GATWICK AIRPORT

London Gatwick Airport is the UK's second largest airport with the most efficient single-runway in the world, serving around 200 destinations in 90 countries. In the past 6 years, passenger numbers have grown by 25% to 40 million per annum and continue to grow on the back of multi-billion pound investment in airport facilities.

Visit our stand to find out how Gatwick expansion will enhance competition in the airports market, while delivering all the economic benefits to the UK at a fraction of the environmental cost.



ITN PRODUCTIONS

ITN's bespoke production hub, ITN Productions, would like to welcome The UK Aviation Conference 2015's attendees to the "ITN Productions Lounge", a media-hub of connectivity where you will be able to sit comfortably and watch "Airport Matters", a news and current affairs-style programme produced in partnership with the AOA. The programme explores the latest issues that matter to the industry - keeping our airports and skies safe and clean, noise reduction, sustainability, investment and the overall passenger experience



KROMEK GROUP PLC

Kromek Group plc is a leading developer of radiation detection solutions based on high performance sensor materials, primarily cadmium zinc telluride (CZT), for applications within the medical, nuclear and security screening markets.



LAGAN CONSTRUCTION INTERNATIONAL

Lagan Construction International are helping to facilitate the development of airport infrastructure and buildings internationally, often in remote parts of the globe.

Airport infrastructure works are a core part of our business and our teams are experienced in providing the engineering skills and technologies necessary to deliver both airside and groundside support facilities.

Our specialist airport teams have laid in excess of 6 million tonnes of asphalt and concrete and airports worldwide.



LAIC

LAIC Group (LAIC) is an organisation with extensive experience in providing solutions for the Aviation Industry for over 25 years. LAIC's Aviation division, Ifield Computer Consultancy Limited (ICC), provides the ATRAK® Suite of solutions.

LAIC's understanding of the aviation business enables us to develop and integrate operational and financial data into real-world context, delivering meaningful information to support aviation business operations and performance benchmarking. The ATRAK® suite of products provides advanced analytical tools addressing the most pressing industry issues, allowing our clients to focus on their core business and maximise the return on their capital investment.



LNT SOLUTIONS

Aviation de-icing products that drive down costs, give longer holdover times and allow easier handling is at the heart of the LNT Solutions' brand. GEN3 Runway Deicing Fluid is a unique blend that provides the performance of a glycol at the cost of a potassium salt. Airports across North America and Europe have benefited since 2009 from GEN3's excellent holdover and low corrosion properties, it is available now in the UK and Ireland.



METEOGROUP

MeteoGroup is one of the world's leading global full-service B2B weather solutions businesses, operating across all sectors where weather impacts business decision making. They provide innovative tools and support which assist our customers to make critical decisions more effectively to create value, save costs, minimise risk and manage environmental impact. Our team of expert and experienced meteorologists is available 24/7 to deliver the highest quality analysis and advice. With over 400 employees operating in 17 offices across the world, MeteoGroup is in an ideal position to provide local services to a global audience.



MEYERTECH

Over its 15 year history Meyertech has pioneered the development of first-class VMS and PSIM software applications for Public Space CCTV surveillance. When combined together this portfolio of products offer a unified solution providing an unrivalled level of interoperability and integration.

Meyertech solutions are deployed across the globe in many different markets, from Airports to Highways, from Retail to Public Space. It's at our Manchester headquarters where all the innovation takes place, developing new products, new applications and creating class-leading services that are helping to transform the global face of video surveillance.



PHONETICA AND NOW MICROWATT

Last year Phonetica delivered over 200,000 automated announcements, on time, in the right zone and language at London Gatwick Airport.

Phonetica facilitates; on the GO, pitch perfect broadcasts from any device – including mobile and tablet. Allows staff to be where they are needed, not fixed to information points.

Text-to-speech and Template messaging with multilingual capabilities creates an outstanding experience for passengers.

Phonetica has developed specialised knowledge and tailors its systems to integrate with airports existing technology and practices.



MINICABIT

minicabit enables customers and businesses to instantly compare and book great cab deals from over 700 licensed Cab Operators in over 40 UK cities, on web & app. Our platform is already offered on a whitelabelled basis by Heathrow Airport, London City Airport, Expedia, Blenheim Palace, O2 Academy UK-wide amongst many others. Airport Operators of any size around the UK can now enable their visitors to save cost & hassle for booking local and long distance cab trips to/from their airport and beyond, whilst gaining revenue and compelling transport data insights.”



OMNISERV

Omniserv goal is to deliver an elevated passenger experience through consistently excellent service across all touch points. Through their exclusive partnership with the Ritz Carlton Leadership Centre they enable our teams to be the best in class. OmniServ provides a comprehensive range of tailor made service solutions to the world's leading airports. Whether departing, arriving or connecting; their Service Ambassadors, Transport Hosts, Care Agents or Retail Specialists will contribute to ensuring a superior customer experience.



OSPREY CONSULTING SERVICES

Osprey CSL is one of the UK's leading aviation consultancies. They provide specialist engineering and operational support to some of the world's largest airports and equipment manufacturers. Additionally, they have acted as sole advisors to the Government on a range of technical aviation issues.

Supporting numerous UK airports with technical support and advice on safe operation, they are typically employed to manage complex projects ranging from major re-development through to the procurement of complex airport systems.



REDLINE ASSURED SECURITY

Founded in 2007, Redline has rapidly developed into one of Europe's premier providers of security training and support. Our roots are in the heavily regulated aviation industry, but our products and services are now applied in high value and high threat environments.

With offices at London Heathrow Airport, Paris Charles de Gaulle Airport and our headquarters at the National Security Centre in Doncaster, Redline has become a globally trusted brand that is active in more than 25 countries. If you would like to find out more, please call 01302 623262 or come and visit our stand.



SAFRAN MORPHO

Morpho Detection's innovative aviation security solutions harness the power of market-leading trace detection, x-ray, x-ray diffraction (XRD) and computed tomography (CT) explosives detection technologies to seamlessly screen hold baggage, carry-on items, air cargo and passengers for explosives, narcotics and additional threats.

Built with tomorrow's evolving threats and regulatory considerations in mind, Morpho Detection's automated solutions are designed to be comprehensive, cost-effective and competitively priced while delivering enhanced security, operational efficiency and passenger convenience to the global aviation industry.



SECURITAS

Securitas is a global knowledge leader in security. From a broad range of services of specialized guarding, technology solutions and consulting and investigations, they customize offerings that are suited to the individual customer's needs, in order to deliver the most effective security solutions. Everywhere from small stores to airports, our 320,000 employees are making a difference.



SELEX ES

Selex ES helps ensure the safe, fast and efficient flow of air traffic; the security of people and goods; and the effective exchange of information between operators, to a customer base spanning over 150 countries. Selex ES provides systems and scalable solutions for Air Traffic Management: from en-route and approach Air Traffic Control Centres to Simulation and Training Centres; from Primary and Mode-S Secondary Radar to Weather Radar; from ADS-B Ground Stations to Wide Area Multilateration Systems and navigation aids.



SUSTAINABLE AVIATION

2015 marks 10 years of Sustainable Aviation - A world-first, they bring together the main players from UK airlines, airports, manufacturers and air navigation service providers. In 2005 they established our long term strategy to support sustainable aviation growth, focussing on seven key goals. Since then significant progress has been made in cutting carbon and noise, putting the industry on that path for sustainable growth. Visit our stand for more information.



THALES

Thales is a world leader in Air Traffic Management, and offers a comprehensive range of Navigation, Surveillance and Air Traffic Management solutions. Thales is continually developing and pushing the boundaries of technology to provide solutions that will provide longevity in today's changing world. Areas of development include new Surveillance technology in the form of MSPSR, providing integrated solutions for Airside and Towers, data management and networks, all of which underpin a futuristic product strategy and roadmap. Our solutions embrace current and future needs.



VANDERLANDE

Vanderlande designs, builds and services baggage handling systems for airports of all sizes. Relied upon by more than 600 airports, from regional to large international hubs, Vanderlande is the world's leading baggage handling solution provider. Vanderlande has proven its reputation as a reliable partner for automated value-added baggage handling solutions. This partnership covers not only the turnkey delivery of innovative baggage handling systems, but also includes intelligent software solutions and life-cycle services.



VIBE SOFTWARE LTD

Vibe is a specialist travel technology company that provides comprehensive booking engine solutions for the travel industry.

Created in 2007 by travel industry and software experts, Vibe has grown into a hugely successful technology platform being used worldwide. Delivering advanced front and mid office technology to Airports, Airlines, OTAs and more. Vibe offers your customers the ability to book all aspect of travel alongside parking. Clients include Emirates, The MAG Group, London Gatwick, London City Airport and GoCompare.



VARIABLE MESSAGE SIGNS

Applying Technology in Transportation has always been at the forefront of everything Variable Message Signs manufacture, from standard to bespoke LED signage products.

With a track record of over a quarter of a century in supplying driver information signage they continue to lead the way in the design and manufacture of innovative products for the highways, airports and rail sectors.

Offering a full range of services to suit individual client requirements' from design, manufacture, supply, installation and commissioning of LED driver information systems and driver feedback signs. These include fully UTMC compliant car park guidance systems, warning/information signs, full matrix advance warning and information signs and a range of tunnel and bridge signs.



WOODSTAR SOFTWARE

Woodstar Software Ltd provides innovative software solutions for the MoD, Health Care & Aviation sectors.

They bring a fresh approach to the aviation industry with our tablet based system by providing an easy to use "big-button" solution that can seamlessly integrate into your existing airport systems.

This successful approach is, by design, capable of encapsulating all airport departmental data. Using our web based portals all analytical data required by senior management is easily accessible in real time, creating an easy to view platform with meaningful information. For further information please come and visit our stand



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events@aoa.org.uk

SPEAKER PROFILES



ED ANDERSON, CHAIRMAN, AIRPORT OPERATORS ASSOCIATION

Ed Anderson is an economics graduate and a qualified accountant.

He has been Chairman of the Airport Operators Association since 2008 and has been involved with airports for most of the past 33 years, since joining Leeds Bradford Airport as Assistant Airport Director in 1982. He was also Deputy CEO at East Midlands Airport in the late 1980s and was CEO of Leeds Bradford Airport from 1997 to 2007.

In addition to his role at the AOA, Ed was Chairman of the Yorkshire Building Society from 2007 to 2015; he is a member of the Council of the University of Leeds and a board member of Opera North.



NATASHA KAPLINSKY, UK AVIATION CONFERENCE MODERATOR

Natasha Kaplinsky is known as one of television's best-loved broadcasters.

She is currently one of the anchors for the ITN network and for the previous three years was the 'face of Five', anchoring the channel's main evening news programme. Before her role at Five News, Natasha spent five years working at the BBC. Her time there began by co-presenting Breakfast with Dermot Murnaghan. This daily three-hour live show, combining news, current affairs and softer items, was where she developed a reputation for incisive interviewing combined with a gentle touch where necessary. Her success on the show led to Natasha's move to co-present the Six O'clock News, where she stayed for two years.

Alongside her news-casting Natasha is widely known for her triumphant appearance on the BBC's prime time Saturday night show Strictly Come Dancing, becoming the show's first ever Champion! Natasha went on to perform in the Christmas special a year later and co-presented the second series with Bruce Forsyth.

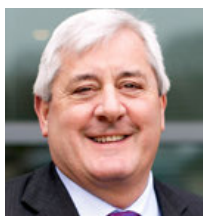


WILLIE WALSH, CHIEF EXECUTIVE, INTERNATIONAL AIRLINES GROUP

Willie Walsh became Chief Executive of International Airlines Group (IAG) in January 2011, joining from British Airways where he was chief executive from October 2005.

IAG is the parent company of Aer Lingus, British Airways, Iberia and Vueling. It is one of the world's largest airline groups with 525 aircraft flying to 255 destinations and carrying more than 96 million passengers each year.

Previous to his role at British Airways, Willie was Chief Executive of Aer Lingus from October 2001. He joined the airline in 1979 as a cadet pilot and became a captain in 1990 before moving into management roles.



PAUL DRECHSLER CBE, PRESIDENT, CBI

Paul Drechsler is currently Chairman of Bibby Line Group which is headquartered in Liverpool. Before that he was Chief Executive of the privately-owned construction firm Wates Group. He joined Wates in September 2004 and became Chairman and Chief Executive in April 2006 until 2014.

Prior to joining Wates, Paul worked for ICI PLC, spending the first ten years of his career on Teesside. That was followed by 14 years holding various senior positions and living in Brazil, the USA and the Netherlands, which concluded with five years as Chief Executive of one of ICI's principal international businesses and as a Main Board Director (1998-2003). He is also Chairman of the board of the charity Teach First and Chairman of the National Skills Funding Agency. He is a board member of Business in the Community and Chairman of its Education Leadership Team.

Paul has been recognised for his outstanding leadership, winning KPMG Chief Executive of the Year for the construction industry and PwC 'Private Company, Chief Executive of the Year'. During his tenure at the helm, Wates Group won the Business in the Community Company of the Year and the J.P. Morgan Best UK Family Business Award. He has been a member of the CBI Board since 2012 and was Chairman of the CBI Energy Policy Committee between 2007 and 2012 and a member of the Chairmen's Committee.



ROBERT GOODWILL MP, AVIATION MINISTER

Robert Goodwill has been the Parliamentary Under Secretary of State at the Department for Transport since October 2013. He is the Minister responsible for aviation, maritime, High Speed 2, cycling, European transport matters and devolution.

Robert was born in North Yorkshire and was educated at the University of Newcastle upon Tyne where he received a Bachelor of Science degree in agriculture. He is a farmer on the 250 acre family farm near Malton where the family have farmed since 1850.

He was elected as a Conservative Member of the European Parliament in 1999, serving in Brussels and Strasbourg until 2004. He was Deputy Leader of the Conservative MEPs during his term. He was elected to the House of Commons at the 2005 general election for Scarborough and Whitby. After spending 18 months as a member of the Transport Select Committee, he was appointed a Whip in 2006 and promoted to the Shadow Transport team in 2007.



DEBRA BARBER, MANAGING DIRECTOR, CARDIFF AIRPORT

Debra Barber was appointed Managing Director (interim) of Cardiff Airport in September 2014. Debra joined Cardiff Airport as Operations Director in May 2012 following a successful career with the Royal Air Force before retiring as Group Captain and Air Traffic Management Force Commander, responsible for all RAF air traffic units in the UK and around the world.

As Operations Director, she was responsible for managing all aspects of Cardiff Airport's operations, ensuring regulatory compliance for safety and security, further developing infrastructure and service capability, and contributing to the airport's strategic development. A member of the AOA board.



TIM HAWKINS, CORPORATE AFFAIRS DIRECTOR, MANCHESTER AIRPORTS GROUP

Tim Hawkins is MAG's Corporate Affairs Director, leading the Group's public affairs, external communications and CSR teams. Tim has been with MAG since 2013. Prior to that he was a part of Stansted's senior leadership team with responsibility for economic regulation and long term planning.

Tim lead the airport's engagement with the CAA during the recent regulatory review which led to Stansted being de-regulated. Before joining Stansted in 2011, Tim held a number of positions with BAA, working on a wide range of regulatory, competition and policy issues.



PAUL KAHN, PRESIDENT, AIRBUS GROUP UK

Paul Kahn is President of Airbus Group UK. He is responsible for the UK business, providing leadership, oversight and co-ordination of Airbus Group's activities and strategy in the UK. Paul is also responsible for the development of the Group's strategic industrial partnerships within the UK, key customer relationships, and for enhancing Airbus Group's relationship with the British Government.

A Chartered Engineer with an MBA from London Business School, he joined Airbus Group from Thales in 2014, with extensive international senior management experience in the aerospace, defence and transportation industries.



MARTIN ROLFE, CHIEF EXECUTIVE, NATS

Martin Rolfe was confirmed in October 2015 as CEO of NATS, having led the company since May. He is responsible for the 24/7 provision of air traffic management (ATM) for 2.2m flights per annum in UK and North Atlantic airspace, and for the company's commercial business including ATM provision at 14 major UK airports.

Martin has more than 20 years' experience in the safety critical aviation and ATM industry across Europe, the USA and Asia Pacific. With an engineering background, he has led some of the largest ATM projects ever undertaken, including the FAA's \$1.1bn ATM modernisation programme - the US equivalent of SESAR.

He joined NATS in 2012 as Managing Director Operations, responsible for the regulated business, including frontline operations, engineering, programme management and support functions across three main sites. It accounts for more than 75% of the NATS business, with an annual turnover of £700m.



ANDREW SWAFFIELD, CHIEF EXECUTIVE, MONARCH AIRLINES

Andrew Swaffield joined Monarch Airlines as Managing Director on 1st April 2014 and was appointed Group Chief Executive Officer in July 2014.

Prior to his appointment at Monarch Airlines, Andrew held the position of Managing Director of Avios Group Limited. Under Andrew's leadership and guidance, Avios launched the new global single currency for International Airlines Group (IAG), which owns Avios Group Limited and the new Avios brand in 2011. Preceding his time at Avios Group Limited, Andrew held positions at Thomas Cook and British Airways where he headed leisure sales in the UK and Ireland, as well as running its travel agency and tour operating subsidiaries.

During his tenure with the Monarch Group, Andrew has overseen the successful restructure of the Group, which removed £200m from its operating costs and secured its future by completing sale of the Group to Greybull Capital LLP on 24th October 2014.



STEWART WINGATE, CHIEF EXECUTIVE, LONDON GATWICK AIRPORT

Stewart Wingate joined London Gatwick Airport as Chief Executive Officer in December 2009.

Stewart joined London Gatwick Airport from BAA Airports Limited where he spent five years in senior management roles at several airports. He was Managing Director of London's Stansted Airport (2007-2009), Chief Executive Officer of Budapest Airport (2005-2007) and Customer Services Director of Glasgow Airport (2004-2005).

Previously, Stewart spent more than 15 years at Black & Decker where he had responsibility for a wide range of functions. He was General Manager of a start-up manufacturing plant in the Czech Republic, Operations Director the company's manufacturing facility at Spennymoor, County Durham, and European Marketing Manager based in Germany.



KEITH CONRADI, CHIEF INSPECTOR, AIR ACCIDENT & INVESTIGATIONS BRANCH

Keith Conradi joined the AAIB in 2002 directly from Virgin Atlantic where he flew the Airbus A340 and A320 aircraft. Keith has been a professional pilot for 30 years operating a wide range of military fast jet and civil aircraft. Consequently, he has amassed considerable experience of all aspects of aircraft operations and participated in a wide range of accident investigations.

Keith has been involved in many accident and serious incident investigations in the UK as well as Europe, North and South America and the Caribbean. As an Investigator-in-Charge he has been responsible for both the conduct of investigations into a number of large public transport accidents and the published reports.

Keith maintains his ATPL and is currently type rated on the Airbus A320/1. He also holds a Private Pilot's Licence (Helicopters) and is type rated on the Bell Jetranger.



SIR MICHAEL ARTHUR, PRESIDENT, BOEING UK & IRELAND

Sir Michael Arthur is president of Boeing UK and Ireland. He joined the company in September 2014, succeeding the retiring Sir Roger Bone on October 1, 2014. He is responsible for coordinating all Boeing business activities enterprisewide in the United Kingdom and Ireland, working from the Boeing offices in central London. He reports to Marc Allen, president of Boeing International.

Prior to joining Boeing, Sir Michael spent three decades of international government service with the British Diplomatic Service of the Foreign and Commonwealth Office (FCO) followed by three years as a member of a UK-based business consultancy. From 2007 to 2010, he was British ambassador to Germany, where he was responsible for the UK Government policy to Germany. Between 2003 and 2007, he was British High Commissioner to India with a focus on business promotion, resulting in the doubling of the size of the UK effort in that country over four years. Since 2001, Sir Michael was a member of the Foreign Office main board and, once abroad, a member of the wider board involving senior ambassadors (the Senior Leadership Forum).

Sir Michael is a non-executive director of Diligenta (Tata Consultancy Services' UK subsidiary), the UK Chairman of Königswinter Foundation, an association member of Bupa and a trustee of Orbis EMEA. Sir Michael is also a member of the UK Foreign Secretary's advisory board, the Locarno Group.



CAROL BENZIE, MANAGING DIRECTOR, ABERDEEN INTERNATIONAL AIRPORT

Born and bred in Aberdeen, Carol Benzie is a qualified accountant who has worked with Aberdeen Airport for seven years. She is currently Managing Director and in her previous role of Commercial Director she headed up the commercial functions of route development, retail, property, IT, fire training and marketing, having formerly held the positions of both Operations Director and Head of Business Performance.

Prior to joining the airport, Carol worked for six years with local charity, Inspire, as Head of Finance and Social Enterprise as they designed and built their multi-resource centre on Aberdeen's Beach Boulevard. Carol also spent ten years working in the oil and gas industry, working with a variety of both operators and service companies



UFI IBRAHIM, CHIEF EXECUTIVE, BRITISH HOSPITALITY ASSOCIATION

Ufi Ibrahim is the Chief Executive of the British Hospitality Association (BHA), the national trade association for the hospitality and tourism industry, representing more than 40,000 businesses across the UK. Since joining the BHA, she has helped to spearhead groundbreaking initiatives including: the establishment of the Tourism Industry Council – a joint government and industry working coalition chaired by the Minister of State for Skills and the then Minister of Tourism, the Agenda 300,000 Jobs by 2020 (unifying 40,000 businesses to drive the political and economic agenda for growth); The Big Hospitality Conversation (targeting the creation of 60,000 new career opportunities for 16 to 24 year olds across the UK by 2016); and The Hospitality & Tourism Summit (the 'Davos' of the UK industry).

Ufi is the immediate past Chairman and serves on the Board and the Executive Committee of the Tourism Alliance. She also serves on the Advisory Council of Hotel Futures, and the Advisory Board of the World Tourism Forum, Lucerne. Ufi also advises the Hotel Investment Conference Europe. She became a Visiting Professor of the London Metropolitan University, London in August 2011. Ufi is also a Fellow of the Institute of Hospitality and a Fellow of the Tourism Society.

Before joining the BHA in 2010, Ufi was Chief Operations Officer of the World Travel & Tourism Council (W TTC), where, working with governments and industry across the world, she advised on policymaking and the development of planning frameworks for economic and social prosperity through the long-term success of travel and tourism.



SOPHIE DEKKERS, UK DIRECTOR, EASYJET

Sophie Dekkers leads easyJet in the UK as UK Country Director since Feb 2014. In this role she is responsible for driving the airline's commercial success and strategic direction in the UK, including over 120 aircraft and £2.8bn revenue.

Sophie has been with easyJet since 2007 in a variety of roles including UK Commercial Manager, working alongside BCG when Carolyn McCall joined to review the company strategy, and then as Head of Change Management leading the delivery of the strategy. Following this she took on the role of Head of Business Proposition, providing the strategic direction for attracting more business passengers to easyJet.

Sophie started her career as a graduate at Millward Brown before moving on to be a Director at Cambridge Market Research, focusing on retail strategy.



DEIRDRE WELLS OBE, CHIEF EXECUTIVE, UK INBOUND

Deirdre Wells OBE was appointed as CEO of UKinbound in March 2014 and is a passionate advocate for inbound tourism. Prior to her appointment she was the Government's Head of Tourism, where she was instrumental in the delivery of the government's GREAT campaign – an ambitious and far-reaching marketing campaign that aims to help the world discover why Britain is such a great place to visit, study, work, invest and do business. Her career in the Department of Culture, Media and Sport spanned over 20 years, during which she held a number of high profile positions, including programme manager for the Olympic Legacy Board and relationship manager for Liverpool Capital of Culture 2008.

An experienced events manager, Deirdre was head of Religious Events at the Millennium Dome, and led the team which organised the national memorial services for the UK victims of the 9/11 attacks, the Bali bombings, the Asian Tsunami, and London 7/7. She was awarded an OBE for her work in this role in the Queen's Birthday Honours 2007.



KEITH BROWN, SCOTTISH GOVERNMENT CABINET SECRETARY FOR INFRASTRUCTURE, INVESTMENT & CITIES

Keith Brown served with the Royal Marines before pursuing a career in local government administration, where he was also an active trade union representative with UNISON. He is a graduate of Dundee University and studied at the University of Prince Edward Island.

He has been an SNP Member of the Scottish Parliament since 2007 and is currently the constituency MSP for Clackmannanshire and Dunblane. Before his election he served for 11 years as a councillor in Clackmannanshire, and held the post of Council Leader from 1999 to 2003.

He became Minister for Skills and Lifelong Learning in February 2009 and has since held a number of ministerial roles before becoming Minister for Transport and Veterans in September 2012.

He was appointed Cabinet Secretary for Infrastructure, Investment and Cities in November 2014.



LILIAN GREENWOOD MP, SHADOW TRANSPORT SECRETARY

Lilian Greenwood was elected as Labour MP for Nottingham South in 2010, having previously been a UNISON organiser in the East Midlands. She campaigned for investment in the Midland Main Line and the Nottingham Express Transit project before becoming a member of the Transport Select Committee.

Lilian joined the Shadow Transport team in 2011 as Shadow Local Transport Minister, in which role she was responsible for Labour's policies on buses, walking and cycling, and she was made Shadow Rail Minister in January 2013. She retained the Transport brief when she was promoted to the Shadow Cabinet in September 2015 and is now Labour's Shadow Transport Secretary.



JOHN HOLLAND-KAYE, CHIEF EXECUTIVE, HEATHROW AIRPORT

John Holland-Kaye became Chief Executive Officer of Heathrow Airport Holdings on 1st July 2014. He was previously Development Director with responsibility for the £1.3bn per annum programme to rebuild Heathrow, including the new Terminal 2, which opened on 4th June 2014. Prior to that, he was Commercial Director with responsibility for airline business development, retail, property, Heathrow Express and passenger experience. Over a three year period, Heathrow's retail income per passenger grew by 10% per annum, and Heathrow was voted the Best Major Airport in Europe. He is a member of the Executive Committee.

John was previously a member of the Executive Committee of Taylor Woodrow plc and held a number of positions, including Divisional Chairman with Taylor Wimpey plc, Operations Director of Taylor Woodrow Developments and Commercial Director of Taylor Woodrow Inc. Prior to that, John was Managing Director, National Sales Division, of Bass Brewers and has also worked as a strategy consultant with LEK Consulting for a number of high profile businesses.



DELEGATE LIST

NAME	JOB TITLE	ORGANISATION	NAME	JOB TITLE	ORGANISATION
Paul Green	Divisional Director	3DReid	Paul Davies	Operations Director	Bristol Airport
Carol Benzie	Managing Director	Aberdeen International Airport	James Gore	Head of Government and Stakeholder Relations	Bristol Airport
Alison Conroy	UK Sales and Marketing Manager	Aebi Schmidt UK	Jim McAuliffe	Financial Director	Bristol Airport
William Goodwin	Managing Director	Aebi Schmidt UK	Robert Sinclair	CEO	Bristol Airport
Michael Moore	Key Account Manager	Aebi Schmidt UK	Malcolm Ginsberg	Editor in Chief	BT News
Bernardo Gogna	Senior Vice President	AECOM	Graeme Ritchie	Manager, Aerodromes	CAA
Kevin Harman	Business Line Director	AECOM	Debra Barber	Managing Director	Cardiff Airport
Sue Thomas	Director - Aviation	AECOM	Spencer Birns	Aviation & Business Development Director	Cardiff Airport
Ed Anderson	Chairman	Airport Operators Association	Ceri Mashlan	Senior Operations Manager	Cardiff Airport
Darren Caplan	Chief Executive	Airport Operators Association	Neil Glenn	General Manager Europe	Cathay Pacific
Roger Koukkoullis	Operations, Safety & Events Director	Airport Operators Association	Mike Rothern	Director	Certisa International Ltd
Sally Grimes	Events & Member Relations Executive	Airport Operators Association	Jonathon Baldwin		Chaplain, London Gatwick Airport
Leonie Martin	Accountant	Airport Operators Association	Peter Bamfield	Associate Director	Colas Limited
Patricia Page	Executive Assistant & Office Manager	Airport Operators Association	Michael Burrell	Public Affairs Adviser for AOA	Consultant
Tim Alderslade	Public Affairs & PR Director	Airport Operators Association	Alan Titterton	Managing Director	Cornwall Airport Limited
Peter O'Broin	Policy Manager	Airport Operators Association	Steve Hodges	UK Sales Manager	Dallmeier
Colin Stewart	UK Director	Air Europa	Jason Piggott	UK Sales Manager	Dallmeier
Geoff Hall	Managing Director	Airport Energy Limited	Ian Elston	Head of Airport Policy	Department for Transport
Danielle Michel	Membership Services & Events	Airports Council International, European Region	Sharon Davies	Senior Director of Corporate Affairs	DHL International (UK) Ltd
Ian Cooper	General Manager	Airways Aviation	Gordon Dewar	Chief Executive	Edinburgh Airport Limited
Laura Protat	European Operations Manager	Airways Aviation	John Burke	Consultant	Endeco Technologies
Christopher Hope	General Manager	Amalga Ltd	Michael St Leger	Head of Sales UK & Ireland	Endeco Technologies
Nicholas Walker	Managing Director	Amalga Ltd	Jennifer Koontz	Properties and Relations Director	Enterprise Rent A Car
Lucy Walker	Director	Amalga Ltd	Michael Cannon	Chairman	Fibresand International
Ian Cran		AOA Honorary Member	Lorna Pimlott	Principal	Gate One Consultancy
Richard Gooding OBE		AOA Honorary Member	Simon Butler	Partner	Gerald Eve LLP
Michelle Hollinshead	Sales & Marketing Executive Assistant	Atec Security	Roger Littlewood	Partner & Consultant Head of Rating, Heathrow Airport Ltd.	Gerald Eve LLP
Simon Adcock	Managing Director	Atec Security Ltd	Terence Lopez	Air Terminal Director	Gibraltar Airport
Mike Sharples	Business Development Manager	ATG Airports	Brian McClean	Head of Communications & Public Affairs	Glasgow Airport
Carl Flaxman	Managing Consultant	Atkins	Milda Manomaityte	Director	Global AirRail Alliance
Miranda Reeves	Client Director	Atkins	Darren Duquemin	Board Member	Guernsey Airport
Paul Eden	Director	AV8 Advisory	Colin Le Ray	Airport Director	Guernsey Airport
Alastair Welch	Director	AV8 Advisory	Nathan Fletcher	Head of Media	Heathrow Airport Limited
Paul Jefferson	Director Business Development - Europe	Avfuel	Clare Harbord	Corporate Affairs Director	Heathrow Airport Limited
Keith Chapman	Sales Development Manager	Avon Barrier	Nigel Milton	Director of External Affairs	Heathrow Airport Limited
Mark Dachtler	International Business Development Manager	Avon Barrier	Francis Morgan	Director of Policy	Heathrow Airport Limited
Amanda Fallbrown	Head of Marketing Communications	Babcock	Abigail Morris	Head of Public Affairs	Heathrow Airport Limited
Tom Newman	Managing Director Airports	Babcock	Steve Leighton	Director	Helios
Mike Westman	Head of Business Development	Babcock	Laura Halfhide	Trainee	Hill Dickinson LLP
Steve Knight	Project Manager	Babcock	Peter Smith	Head of Airline Business Development	Holiday Extras Limited
David Arrehn	Operations Director	bagport UK Ltd	Deborah Zost	Managing Director	Humberside Airport
Steve Macgregor	Operations Manager	bagport UK Ltd	Ashley Bancroft	Managing Director	ICTS (UK) LTD
Dale Keller	Chief Executive	BAR UK	Jim Finegan	Operations Director	ICTS (UK) LTD
Nathan Stower	Chief Executive	BATA	Levent Ural	Head of Client relations	ICTS (UK) LTD
Tim Cade	Communications & Administrative Officer	BATA	Katie Parobek	Project Director	Ifield Computer Consultancy Ltd
Peter Gilks	Managing Director Airports Division	BEUMER Group UK Limited	George Parobek	CEO/CHAIRMAN	Ifield Computer Consultancy Ltd
Robert Graham	Operations Director	Birmingham Airport	Steve Huygens	Group Government Affairs Manager	International Airlines Group
Paul Kehoe	Chief Executive Officer	Birmingham Airport	Alice Hallahan	Government Affairs Executive	International Airlines Group
Jo Lloyd	Commercial Director	Birmingham Airport	Paul Clarkson	Airport Operations Manager	Isle of Man Airport
David Winstanley	Chief Operating Officer	Birmingham Airport	Ann Reynolds	Director of Ports	Isle of Man Airport
Peter Hanlon	Area Sales Manager	Blighter Surveillance Systems	Elizabeth Fisher-Robins	Producer	ITN Productions
Matt Knowles	Communications Director	Boeing	Laura Hewison	Producer	ITN Productions
Sally Ashby	Head of People and Performance	Bristol Airport	Simon Shelley	Head of Industry News	ITN Productions
			Adam Harrod	Corporate Programming Director	ITN Productions

NAME	JOB TITLE	ORGANISATION
Jonathon Love	Corporate Programming Director	ITN Productions
Jonathan Baer	Corporate Programming Director	ITN Productions
Don McCarthy	Director of Operations	Jacobs
Mark Oliver	Divisional Director - Aviation	Jacobs
Jeremy Lack	Key Account Manager	Kelda Water Services
Nigel Day	Commercial Director	Kromek
Angus DeVilliers	Sales and Marketing Manager	Kromek
Catriona Donnelly	PR & Communications Manager	Lagan Construction International
Steve Turner	Director International Operations	Lagan Constructions International
Rob Rushmer	Director	LeighFisher
Andrew Cornish	Chief Executive	Liverpool John Lennon Airport
Chris Kelly	Air Traffic Services Director	Liverpool John Lennon Airport
Colin Swaine	Airport Operations Director	Liverpool John Lennon Airport
Philip Newton	Head of UK/EUR	LNT Solutions
Donna Wormald	Customer Services Manager	LNT Solutions
Declan Collier	CEO	London City Airport
Pandora Lefroy	Public Affairs Manager	London Gatwick Airport
Richard Higgins	Surface Access Planning Manager	London Gatwick Airport
David Livesley	Head of Master Planning	London Gatwick Airport
Neil Thompson	Operations Director	London Luton Airport Operations Limited
Tony Farmer	Head of Sales and Route Development	London Oxford Airport
Glyn Jones	CEO	London Southend Airport Company Limited
Nigel Cole	Director	Mace
Matthew Randall	Construction Director	Mace
Sam Atherton	Public Affairs Manager	Manchester Airport
Adam Jupp	Head of External Affairs	Manchester Airport
Tim Hawkins	Corporate Affairs Director	Manchester Airports Group
Nathan Deverell	Airport General Manager	Marshall Aerospace & Defence Group
Neal Jennion	Infrastructure & Compliance Director	Marshall Aerospace & Defence Group
Stuart Shilson	Director	McKinsey & Co
Abigail Barbour	Account Manager	Met Office
Ian Cameron	Executive Head	Met Office
Emma Connett	Marketing Manager	Met Office
Jon Dutton	Business Manager	Met Office
Tara Gavin	Account Manager	MeteoGroup
Maarten Noort	Consultant - Transport	MeteoGroup
Melissa Armstrong	CRM Executive	Meyertech
Andrew Denton	Sales Executive	Meyertech
Simon Clegg	Managing Director	Microwatt Athena Ltd
Madison Gallagher	Project Manager	Microwatt Athena Ltd
Barnaby Haggood	CEO	minicabit
Amer Hasan	CEO	minicabit
George McBride	Transport Director	Morgan Sindall Professional Services
Robert Green	Trace Sales Manager	Morpho Detection UK Ltd
Martin Parker	Regional Sales Manager	Morpho Detection UK Ltd
Iain Harris	Engineering Director	NATS
Nick Jackson	Business Development Manager Engineering	NATS
Clare James	Group Customer Account Manager	NATS
Paul Jones	General Manager ATS, Gatwick	NATS
Catherine Mason	Managing Director Services	NATS
Michael Stoller	Operations Director (Airports)	NATS
Jane Johnston	Head of Corporate Affairs	NATS
Ian Jopson	Head of Environmental & Community Affairs	NATS
Graeme Mason	Planning & Corporate Affairs Director	Newcastle International Airport
Tom McWilliams	International Sales Manager	Northrop Grumman
Danny Milligan	Managing Director	Northrop Grumman
Susan Thompson	Partner & Head of Aviation Practice	Odgers Berndtson
Martin Benfield	Regional Director	Omniserv Ltd
Mark Hicks	Head of Business Development	Omniserv Ltd

NAME	JOB TITLE	ORGANISATION
Jon Arden	Managing Director	Osprey CSL
Peter Giles	Director	Osprey CSL
Emma Williams	Marketing Manager	P4 Limited
Julian Carlson	Director	Pascall+Watson
Paul Ruggles	Director	Pascall+Watson
Robbie Owen	Partner and Parliamentary Agent	Pincent Masons
Jonathon Riley	Partner- Planning & Environmental	Pincent Masons
James Howson	Publisher & Exhibition Manager	PPS Publications
Daniel Coleman	Company Director	PPS Publications
Patrick Raffan		Private Secretary to the Aviation Minister
Joanna Hunt	Head of Route Development	RDC Aviation
Andrew Bell	Chief Operating Officer	Regional & City Airports
Simon Levy	Corporate Partner Manager	Royal Aeronautical Society
Geoff Dewick	Associate Director, Aviation	RPS Group Plc
Jane Thompson	Director	Runways UK
Liz Sian	Head of Sales	SafeSkys Ltd
Brian Clarke	Specialist Services Manager	Securitas
Chris Jones	Head of Operations Specialist Services	Securitas
Paul Rankin	Director of Fire and Safety	Securitas
Angus Wilson	Director of Specialist Services	Securitas
Mike Baker	Head of AVTMS UK	Selex ES
Trevor Barnes	Project Manager	Selex ES
Rod Kennedy	Sales & Marketing	Selex ES
Martin Brookman	Head of Automation (UK)	Selex ES
Riccardo Majorana	VP Security & Information	Selex ES
Ezo Giaquinto	Sales Manager Security & Information Systems	Selex ES
Simonetta Di Domenico	Sales Manager Security & Information Systems	Selex ES
Thomas Bayer	Managing Director	Siemens
Fred Garebtt	Head of Sales	Siemens
Murray Smyth	Vice President Sales	SITA
Mark Ayers	Account Manager	SITA
Martin Beavis	Senior Client Service Representative	SITA
Tracey Cole	Regional Sales Director	Smiths Detection
Andrew Davis	Head of market Europe	Smiths Detection
Colin Pugh	Sales Director	Smiths Detection
Dave Lees	Managing Director	Southampton International Airport Ltd
John Farrow	Operations Director	Stansted Airport
Andrew Harrison	Managing Director	Stansted Airport
Anna Perkins	Public Affairs Manager	Stansted Airport
Karen Smart	Customer Service and Security Director	Stansted Airport
Chris Wiggan	Head of External Affairs	Stansted Airport
Dr Andy Jefferson	Programme Director	Sustainable Aviation
Roger Walker	Operations Director	TAG Farnborough Airport
Chris Wheeler	National Business Development Manager	Tarmac
Sean Mulholland	Senior National Business Development Manager	Tarmac
Sue Warren	Secretary General	UK Travel Retail Forum
Roger Garner	Aerospace Sector Advisor	University of Southampton
Zuzana Farska	Customer Solutions Support	Vanderlande
Martijn Koudijs	Business Development Manager	Vanderlande
Mark Johnson	Technical Sales Director	Variable Message Signs
Glynn Hutton	Sales Manager	Variable Message Signs
Le Dzung	General Manager	Vietnam Airlines JSC, UK Branch
Amy Gray	Head of Tourism Affairs	VisitBritain
Andrew Tallents	Director	Warren Partners
Dee Thomas	Head of Aviation Services	Wilson James
Emma Russell	Aviation Services Manager	Wilson James
Lawrence Hall	Software Engineer	Woodstar Software Ltd
Philip Howell	Senior Business Development Manager	WPS UK Ltd

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ABERDEEN LAUNCHES NEW ROUTE TO WARSAW

Wizz Air, the largest low-cost airline in Central and Eastern Europe, is to introduce direct flights between **Aberdeen Airport** and the Polish capital of Warsaw.

It will be the first time Warsaw has been served as a destination from Aberdeen Airport and Wizz Air will operate a year round, twice weekly service starting on 13 May 2016.

The airline moved to Aberdeen Airport earlier this year when it launched a twice weekly service to Gdansk. Since the inaugural flight took off on 19 June the route has proved extremely popular. Wizz Air's expansion at Aberdeen, means it now offers a total of 122 routes

to 20 countries from Poland. Seats on the new Warsaw route are already on sale and can be booked on wizzair.com.

Carol Benzie, Managing Director at Aberdeen Airport, said: "Wizz Air is an ambitious and rapidly growing airline and the addition of Warsaw is fantastic news for the airport and the city. We are continually working to expand our route

network and not only will Wizz Air's new route strengthen our connectivity with Europe's major cities, it has huge potential to generate significant in-bound tourism for Aberdeen."

Wizz Air has seen a 30 per cent increase in traffic on Polish routes in the first nine months of 2015 compared with the first nine months of 2014.



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For further details please contact **Bob Donnelly**, Airfield Operations Manager on 0121 767 7130 or bob.donnelly@birminghamairport.co.uk

LLA LAUNCHES SCHOOL PROJECT

London Luton Airport (LLA) is giving children across the Three Counties the chance to win £1,000 for their school while developing their knowledge of European countries in a new educational initiative in partnership with Fun Kids Radio called Penguin Explorers.

Penguin Explorers is the second initiative from LLA's 'Inspiring Young People' programme, which forms part of its community support strategy, and features a series of 10 radio features and school workshops which explore the geography, heritage and culture of European countries. The broadcasts will air from 6pm, Monday to Friday between now and November and are available to download from www.funkidslive.com/penguin.

To further support Key Stage 2 pupils and bring the audio content to life LLA will host classroom workshops in schools. Aimed at the 7-11 age group each 50 minute workshop introduces pupils to the travel business and will see the children create a holiday brochure, research different European countries and demonstrate their learning by presenting their work to classmates. Children can submit their travel brochure design to the Penguin Explorers competition for the chance to win the £1,000 prize for their school.



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BIGGEST AIRPORT ANNOYANCES REVEALED



Queues and high prices for goods and services are the two most irritating parts of the airport experience according to UK passengers.

The research carried out by online travel agency sunshine.co.uk asked 1,952 people over 18 who had travelled via an airport in the last six months about their experiences of airports.

When asked to select all of the most annoying aspects of the airport experience from a list, or state their own if their irritations didn't appear, the Top Ten airport annoyances were revealed as follows:

1. Queues - **79%**
2. Price of food/drink/items - **68%**
3. How busy they are - **47%**
4. Hyperactive children - **32%**
5. How far apart everything is - **27%**
6. Waiting for baggage - **24%**
7. Priority boarders - **17%**
8. Rude staff - **16%**
9. Handing over boarding pass for purchases - **11%**
10. Strictness of procedures - **5%**

When asked how stressful they found the airport experience to be, in general, the majority of respondents, 53 per cent, said 'very'. However, when asked why this was the case, 66 per cent of these people admitted that it was because they were rushing or didn't leave themselves enough time for everything. 9 per cent admitted they found the airport experience 'very stressful' because they were anxious about the flight that they had ahead of them.

Almost half of the people who took part in the poll, 49 per cent, said that they 'always' drank alcohol in an airport. 37 per cent of these people said that they drank to make the airport experience 'more bearable'; more than the 28 per cent of people who said they drank to get into the holiday spirit.

HEATHROW

NEW PAPERLESS SYSTEM FOR ID PASSES

IDGateway has won the contract with Heathrow to provide their airside ID pass application and management system.

This is a huge shift for the UK's busiest airport who will be moving from a long-established paper-based system to issue over 100,000 ID passes per year. Every application requires employers to provide extensive documentation as evidence to support these applications and IDGateway enables the secure storage and improved management of these

documents to enable a significantly more efficient ID application process.

"Heathrow issues over 100,000 ID passes per year and we needed a system we could trust and believe in. This means our ID Centre staff and authorised signatories will have a much improved and more efficient process, which is fully compliant and helps everyone to understand and uphold the regulatory requirements, when applying for the passes on behalf of their employees"

according to **Zoe McCurry, Heathrow ID Centre Manager.**

IDGateway is developed in partnership with each airport to ensure that each ID pass application will adhere to their specific requirements. The rules-based system guides the user, step by step, through an application, ensuring all the information is complete and increasing the chances that it will be approved first time and therefore reducing the number of rejections and ultimately reducing costs.

MANCHESTER AIRPORT OPENS

CAR PARK FOR AVIATION ENTHUSIASTS



Manchester Airport has opened a facility for aviation enthusiasts and Metrolink passengers close to the end of Runway 1. Accessed from Shadow Moss Road/Ringway Road, the new Car Park supplements the facilities already available at the Runway Visitor Park. Enthusiasts now have a safe off road location to obtain different photograph angles of airborne aircraft.

Wayne Poole, Manchester Airport Passenger Services Director, commented: "We know that our business provides much interest and fascination for many thousands of people and we are delighted to offer these new facilities for aviation enthusiasts without causing nuisance for local residents or congestion on the roads."

This new facility was officially opened by Liam McManus, an aviation enthusiast who lives locally.

(Left to right) Wayne Poole (Manchester Airport Passenger Services Director), Liam McManus (Local Aviation Enthusiast) and Martin Mookerji (Manchester Airport Programme Delivery Manager)

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FAST CHARGING FOR ELECTRIC CARS

The Electric Highway, which offers fast charging for electric motorists, is coming to the UK.

Green energy company Ecotricity powers

their Electric Highway with 100 per cent renewable energy from the wind and the sun, allowing 35 different models of electric and plug-in hybrid cars to recharge in between 20 and 30 minutes.

The motoring industry is on track to sell more electric vehicles in the first six months of 2015 than in the previous four years combined.

Jo Lloyd, Commercial Director at Birmingham Airport, which is among the first tranche of UK airports joining the Electric Highway, said, "The growing popularity of electric and hybrid cars means it is vital we provide the facilities that will enable our passengers to travel to-and-from the airport as easily as possible. We're extremely proud to support this green form of energy and the obvious benefits it brings to the environment."

The Electric Highway has installed nearly 250 electricity pumps at over 150 locations covering 95 per cent of Britain's motorway service stations, and is now expanding into the UK's airports.





GLASGOW AIRPORT UK AIRPORT OF THE YEAR

Glasgow Airport has been named UK Airport of Year at the 2015 National Transport Awards which were held at the Westminster Park Plaza Hotel, London on 8 October.

The airport was recognised for its continued efforts in growing passenger numbers, securing new routes and its commitment to customer service. In 2015 alone, Glasgow Airport secured 26 new routes and services including direct flights to Halifax, Nova Scotia; Budapest, Prague and Las Vegas. It has also recorded double digit growth in passenger numbers every month since November 2014.

Over the course of the past 18 months, Glasgow has invested over £25 million in terminal redevelopment works. This included a major refurbishment of international arrivals and the £3.5

million extension of its east pier, allowing the airport to accommodate an additional 750,000 passengers per year.

Amanda McMillan, Managing Director of Glasgow Airport, said:

“To have been named both Scottish and UK Airport of the Year is a tremendous honour and it is an achievement the 5,000 people who work at Glasgow Airport can be proud of.

“Together, we have continued to build on the success of 2014 by adding further new routes which has translated into consistent passenger growth. We have also made a significant investment in enhancing our facilities for passengers but the most pleasing aspect has been our operational performance. Despite securing an additional one million passengers, 99.4 per cent of passengers have passed through security in less than

10 minutes during 2015. This award really is testament to the efforts of the entire airport campus.”

Supported by the Department for Transport and Passenger Focus, the National Transport Awards are now in their 15th year and recognise those who have contributed to the successful development of the UK's transport infrastructure.

Airport trade body, ACI Europe confirmed Glasgow Airport was one of Europe's fastest growing airports during the first six months of 2015. It also confirmed that Glasgow Airport was the third fastest growing airport in its category during June and July 2015 and fourth fastest in August. ACI Europe categorises airports based on passenger numbers with Glasgow Airport falling into group three – airports welcoming between 5 and 10 million passengers.

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STANSTED AIRPORT JOBS FAIR LOOKS TO FILL HUNDREDS OF NEW VACANCIES

Nearly 50 employers showcased over 300 full time and part time positions to aspiring airport workers at **Stansted's job fair** that provides access to recruitment teams representing airlines, retailers, restaurants, hotels and transport providers from across the airport.

Stansted Airport is already the biggest single employment site in the East of England and home to over 11,600 workers but hundreds of new jobs have been created through recent expansion efforts. The event, organised by Stansted Airport in partnership with the airport's Employment and Skills Academy, took place on October 22 at the airport's Radisson Hotel.

Marcella M'Rabety, Stansted's Corporate Social Responsibility Manager, said: "An airport such as

Stansted is a significant employer within the communities we serve as well as being a major economic driver for the whole region. This vitally important role helps create and sustain an enormous range of jobs and careers, appealing to a wide range of people and suited to a variety of lifestyles.

"An airport such as Stansted is a significant employer within the communities we serve as well as being a major economic driver for the whole region."

"It's essential we have a talented pool of people wanting to work at Stansted, and by partnering with our on-site Employment and Skills Academy we


can support recruitment opportunities by helping to make sure we play our part in developing the skills and confidence of those seeking to work at Stansted."

Attendees were able to meet potential employers face to face, obtain careers advice, receive guidance about the application process and find out more about free training opportunities and existing vacancies.

One of the many benefits of working at the airport and making job opportunities even more attractive, is the wide range of public transport discounts available to staff. The Airport Travel Card offers an attractive option for staff to use public transport, offering significant savings on standard rail, bus and coach fares.



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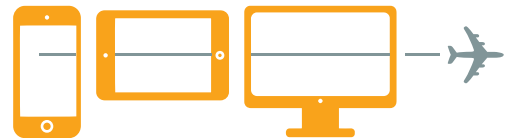
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Using the latest in patented synthetic speech technology, free text and template announcements can be created and broadcast using desktop, mobile and tablet devices. This allows terminal teams to be deployed where they're most effective and can best serve passengers – on the ground.

Phonetica supports and complies with the implementation of a silent airport policy. The system can prioritise, queue and automatically broadcast messages in individual zones within the airport, ensuring announcements have impact and noise pollution is reduced.

www.phonetica.co.uk

A DIGITAL REVOLUTION FROM THE GROUND UP

Airport websites today mostly offer online booking for car parking, hotels, flights and even train tickets. But for cabs, it's still a list of phone numbers or emails for a local cab firm.

Business and leisure travellers are now searching for a better deal on the web or mobile. So whilst there'll always be a place for a taxi rank, online booking makes the cab desk in the terminal loading their cab fares look pretty outdated.

Backed by O2, the mobile operator, minicabit's online platform enables your visitors to pre-book single & return trips from 30 minutes to 12 months ahead, both local and out of town. No need to guess the right size of cab for diverse types of luggage, or the best order of



Amer Hasan, CEO of minicabit

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BIRMINGHAM AIRPORT “COULD CREATE THOUSANDS OF NEW JOBS”

Recent research has found that if the **West Midlands** and **Birmingham Airport** are able to make the most of HS2, reform Air Passenger Duty and support the continued growth of new routes, the airport will be able to deliver millions of pounds in growth and thousands of jobs to the region and UK as a whole.

The report titled ‘The West Midlands aviation opportunity’ highlights the economic impact and potential of Birmingham Airport. Launched six weeks after the region released its HS2 Growth Strategy, the new report by York Aviation looked at five different scenarios for growth in first of its kind research.

The report found that Birmingham Airport contributed £1.7 billion in GVA and

39,850 jobs to the UK in 2014. Across the West Midlands, its contribution was around £1.1 billion and 25,300 jobs.

Paul Kehoe, CEO of Birmingham Airport, said: “This report clearly demonstrates the vast potential of Birmingham Airport as an economic driver, not only to the West Midlands, but to the UK as a whole. The impact of the Airport is in the same bracket as the positive impact HS2 will have on our region and, as a region, we need to do everything we can to make as many of these scenarios become a reality.”

Paul Faulkner, CEO of Greater Birmingham Chambers of Commerce added: “Birmingham Airport is a vital cog in driving the Midlands Engine

for Growth, providing the connectivity that our thriving businesses need to trade, export and secure investment. The central message of this report is that, to build on this success, our region must work hand in hand with central government to grasp new global opportunities for the country.

“Now is the time to work together to make the most of HS2, reform Air Passenger Duty and support the continued growth of new routes to destinations around the world, to plug our region into new markets and enable us to play our full part in rebalancing the economy.”

Key findings of ‘The West Midlands Aviation Opportunity’ report include:

Scenario	Resulting growth in the UK – GVA* per year	Resulting jobs in the UK
Cutting Air Passenger Duty by 100% at non-congested English airports including Birmingham Airport, alongside predicted cuts in Scotland and Wales, would result in the Airport serving 2.9 million more passengers by 2025.	£521 million by 2025 £331 million by 2025 in the West Midlands	12,000 by 2025 7,650 by 2025 in the West Midlands
When complete, HS2 can enable Birmingham Airport to attract around 750,000 additional passengers.	£52 million £34 million in the West Midlands	1,300 950 in the West Midlands
If Midlands east-west journey times to Birmingham Airport were improved by 15 per cent via new road and rail investment, passenger numbers at BHX could increase by 900,000.	£63 million £41 million in the West Midlands	1,600 1,150 in the West Midlands
Expansion of long-haul connections to Birmingham Airport.	£425 million £248 million in the West Midlands	8,000 5,100 in the West Midlands
Having a Middle Eastern or Asian airline basing a hub at Birmingham Airport.	£292 million £173 million in the West Midlands	5,400 3,550 in the West Midlands



Photo: (from left to right) Neringa Öhrström, Stansted Airport's Aviation Marketing Manager, and cabin crew from SAS celebrate the launch of the new daily service to Gothenburg

SAS RETURNS TO STANSTED AT START OF WINTER SEASON

“This is great news and adds even more choice of airline to the already extensive European network on offer at Stansted”

Scandinavia's largest airline, **SAS**, is returning to **Stansted** after a 14 year absence.

At the start of the airport's winter season which commences on October 26 the Scandinavian flag carrier launched flights to Sweden's second largest city Gothenburg.

A key business and leisure destination on the west coast of Sweden, the city is renowned for its cuisine and spectacular coastal scenery, islands and inlets.

Andrew Harrison, Stansted Airport's Managing Director, said: “I'm delighted to welcome SAS back to Stansted with what will no doubt be

a very popular service to and from Gothenburg. This is great news and adds even more choice of airline to the already extensive European network on offer at Stansted. “I'm sure the new service will be very well received within our catchment area, especially by business and leisure passengers wishing to travel to Sweden's second largest city. We look forward to working with SAS to develop a successful relationship here at Stansted.”

Stansted's winter flying programme will be boosted further with the launch of services to Reykjavik with easyJet and Vienna with eurowings.

AIRPORT INVESTOR IDENTIFIES NORTHERN POWERHOUSE PROJECTS

Airport investment company **The Peel Group** has identified 150 projects across its investment portfolio, which sit within the government's Northern Powerhouse scheme to rebalance the UK economy with significant growth in the north of the country.

The Peel Group is one of the UK's foremost privately-owned investment enterprises, embracing a broad range of sectors including **Liverpool's John Lennon Airport, Robin Hood Airport Doncaster Sheffield and Durham Tees Valley Airport.**

John Whittaker, Chairman of The Peel Group, pictured right, has written to both the Prime Minister and the Chancellor of the Exchequer, outlining the Group's strategy: "We have a long-term vision for our investments and believe that coupled with the Government's growth policies and direct investment in infrastructure

and skills, our investments can make an important contribution to the aims of the Northern Powerhouse."

Peel has a proven track record in pioneering regeneration in the North over the past 25 years, with total investments of over £5 billion, supporting 70,000 jobs. There is an additional commitment of £1 billion of investment underway, in partnership with others.

John Whittaker added: "We believe that the Government is making great strides in facilitating a new approach to Northern growth. However, it is clear that more needs to be done to give the private sector the confidence and ability to deliver in the North, across a range of issues such as transport and logistics, communities, energy and resources. We very much look forward to working alongside our many partners, local authorities and the Government to help deliver the Northern Powerhouse."



Peel is planning to publish an investment prospectus in early 2016, setting out in more detail the contribution that Peel and its partners can make to the North.

MINISTER OPENS NEW BOARDING AREA

Minister for Transport and the Islands Derek Mackay MSP, pictured below, visited **Glasgow Airport** recently to officially open the airport's newly extended east pier.



The £3.3 million project, which was completed during the summer, has introduced a series of improvements to

the main terminal building in response to the airport's success in securing a growing number of new routes and services – a total of 22 over the past year – allowing the airport to accommodate an additional 750,000 passengers each year.

The project got underway in November 2014 and involved the construction of a two storey, 1,400 square metre extension to one of the airport's three piers.

As well as creating new boarding areas for passengers, it also brings the total number of Code E stands, which enable the airport to accommodate larger aircraft for long haul services, to six.

With the east pier now complete, Glasgow Airport has invested more than £25 million in enhancing its facilities during 2014 and 2015. This includes a major refurbishment of the international arrivals area, modernisations to the main check-in hall, the landscaping of a new public space at the front of the terminal, and general improvements to the airport's road network.

Mr Mackay visited the airport for the official opening where he unveiled a plaque and met with members of the Glasgow Airport team, including Managing Director, Amanda McMillan and Operations Director, Mark Johnston.

Minister for Transport and Islands Derek Mackay said: "Glasgow Airport has attracted a number of new long haul services and this development will help build on that success. Not only will it be able to accommodate bigger aircraft, but it will also provide improved facilities for departing passengers.

"The Airport has secured 22 new routes over the last year, and I have no doubt the new extension help them win more new services in the future.

"Of course, we could encourage airlines to operate more direct routes to and from Scotland by cutting rates of Air Passenger Duty, and I once again call on the UK Government to transfer the powers to the Scottish Parliament as soon as possible."



MIDLANDS UAV (UNMANNED AERIAL VEHICLE) OPERATOR WORKS WITH UK AIRPORTS

UAV operator and consultant, **Firefly Aerial Innovation**, has presented to Airport Safeguarding Officers from airports across the UK to raise awareness of how commercial drones are operated.

The first partnership of its kind within the UAV sector, the company was invited to participate at a meeting of the UK Aerodrome Safeguarding Group.

Founders Stuart Taylor and Paul Trainor, who established the company in May 2015, provided advice on drones, how commercial drone operators work and are regulated and the potential risks around improper drone usage that Safeguarding Officers are increasingly aware of.

The meeting was attended by

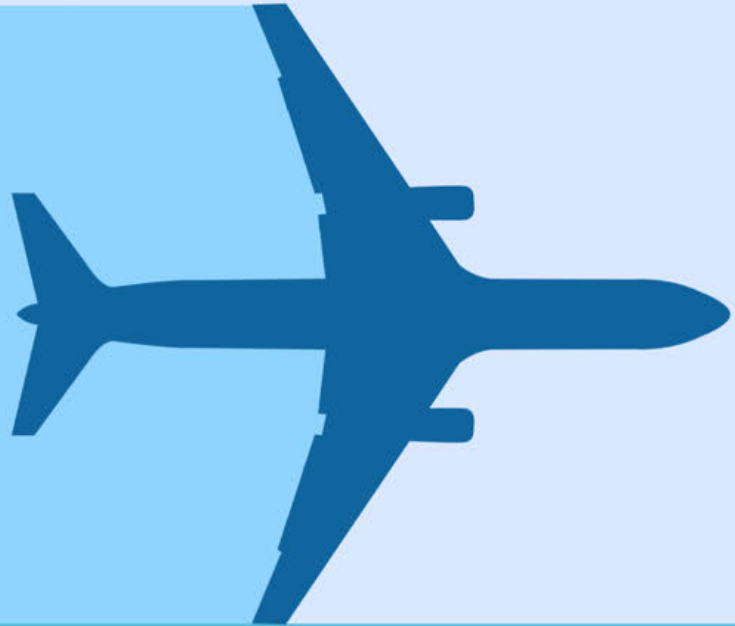
representatives from many of the UK's major airports, including Exeter, Gatwick, Heathrow, London City, Luton, Manchester, Southend and Birmingham.

Paul Trainor commented: "The improper use of drones is currently making the headlines on a daily basis, and it was very encouraging to hear broad interest in how commercial drone operators function and even the potential positive applications of drones within airfields themselves."

"The improper use of drones is currently making the headlines on a daily basis, and it was very encouraging to hear broad interest in how commercial drone operators function and even the potential positive applications of drones within airfields themselves."

"When professionally operated in a controlled and safe manner, drones can provide an invaluable and cost effective means to conduct a number of tasks including asset inspection and surveying and I would like to think that a number of the UK's major airports will realise the benefits of drones in the months and years to come."

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