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AIRPORT OPERATORS ASSOCIATION

ANNUAL REPORT 2012



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Chairman's foreword

I would like to welcome you to the Airport Operators Association (AOA) Annual Report 2012. The AOA team have been working hard over the past year on behalf of our members, and this report highlights some of our achievements and sets out a number of goals for 2013.

2012 saw plenty of activity on aviation policy-making, to campaign for a vibrant point-to-point airport network and world-class hub capacity. The Department for Transport published its Draft Aviation Policy Framework, which set out its long-term objectives for the future of the sector and policies to achieve those objectives. The AOA was disappointed with its content, believing it to contain little of relevance on key issues including sectoral growth, Air Passenger Duty (APD) and connectivity. In fact, most of the document appeared to be an exercise in discussing how to mitigate the effects of aviation. As a result, we decided to publish our own policy document – “An Integrated Policy Framework for UK Aviation” – which set out 25 deliverable recommendations to the Government on how to give bold support to aviation. We expect the Government to publish its Final Aviation Policy Framework document by the end of March 2013, which we hope will take our recommendations into account. Either way, we will be submitting a full response in 2013.

In September 2012, the Prime Minister carried out a long-awaited Cabinet reshuffle, and consequently the Department for Transport found itself with a third Transport Secretary and second Minister of State for Aviation in three years. One of the first acts of Patrick McLoughlin in his new job was to announce the setting up of the Airports Commission to look into future UK hub capacity and connectivity needs. The Commission, led by Sir Howard Davies, will publish an Interim Report by the end of 2013 and a Final Report in 2015, after the next General Election. The AOA supports the Commission's work, believing it to be the best way of securing long-term political agreement on our future capacity needs. We called on the main political parties to commit to acting on the findings of the Commission once it has considered all the options. The Ministerial merry-go-round saw a new Economic Secretary taking responsibility for APD. Sajid Javid MP became the third post-holder in less than two years!

The AOA campaigned hard throughout 2012 on APD, alongside the 'A Fair Tax on Flying' (AFTOF) alliance. As a result of our joint activity, more than 300,000 have now written to either the Chancellor of the Exchequer or their local MP calling for action against further increases in APD, and a well-attended debate on this issue took place in Parliament in November. We will continue with this work throughout 2013.

We have also been highly active on Sustainable Aviation (SA), helping to drive forward its political profile-raising activities through appearances at the three party conferences and organising regular stakeholder events in the House of Commons.

There is more about our campaigning and lobbying activities, including on Security, Planning and Red Tape, Liquids, Aerosols and Gels (LAGs), and the 'passenger experience' throughout this report.

We look forward with anticipation to another exciting campaigning year in 2013 and will continue to work hard to secure Government support for a successful and growing airports sector, which can play a full part in contributing to jobs, growth and the UK's economic recovery.



Ed Anderson, **Chairman**

Chief Executive's review of 2012

It has been an exciting second year for me as Chief Executive of the AOA, and a real pleasure to work with the team here at AOA Towers and of course all our members, whether Airport, Corporate, Silver or Associate.

The past 12 months have seen us focus relentlessly on the core objectives and priorities which you tell us are of most importance to you: public affairs and lobbying, ensuring that we are impacting the policy debate on aviation and standing up for our members in Whitehall and Westminster, using policy work and PR as tools to deliver sustained public affairs and lobbying activity, and, of course, maintaining excellent relations with members, augmented by quality communication and events.

1. Public affairs

Public affairs and campaigning were a key area of the AOA's activity in 2012, as we sought to build support amongst decision-makers for a successful and growing airports sector.

We have continued to stress the importance of aviation to UK plc, and to promote the concept of two 'Gives' and two 'Asks'. In essence this means that in return for delivering sustainable aviation and 'cleaner, quieter, smarter' flying, and an improved airport experience for passengers, we ask in return for the Government to implement a more favourable aviation tax regime and a fair framework for growth in the industry. These key messages were included in the AOA's "An Integrated Policy Framework for UK Aviation" document, which was launched at the 2012 AOA Annual Conference and Exhibition and distributed to Ministers and civil servants across Whitehall, as well as parliamentarians and other industry stakeholders.

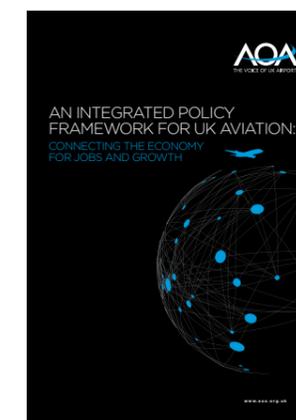
The AOA has continued to engage at both Ministerial level and amongst backbench MPs. We met with Ministers from the Departments for Transport and Business, Innovation and Skills, as well as HM Treasury, and have continued to play a key role working with the Aviation All-Party Parliamentary Group, including during its recent inquiry into aviation, a report from which was published in August. We presented a submission to the Transport Select Committee, and I attended one of its sessions to give evidence.

The AOA worked with the AFTOF coalition to secure a House of Commons Debate on Air Passenger Duty, and briefed MPs ahead of the debate. We also helped secure the signatures of 100 MPs to a Parliamentary motion calling for the Treasury to conduct a full impact assessment into the impact of APD on the UK economy.



2012 also saw us engage heavily at the party conferences. We exhibited at the Lib Dem Spring Forum in Gateshead and partnered with SA at all three of the autumn conferences. At the latter, we joined forces with

the Transport Hub to jointly host two fringe events, at which the main topics under discussion were Government aviation policy and APD. We helped to organise a number of events including private dinners and Ministerial and Shadow Ministerial question time sessions. We also helped to set up and staff the SA exhibition stand, the first time that it has engaged in such activity. The conferences provided a great opportunity to increase awareness of the AOA among decision makers. Among those politicians who dropped by the AOA stand to engage with us included Secretary of State for Transport Patrick McLoughlin MP, Shadow Secretary of State for Transport Maria Eagle MP and Transport Minister Norman Baker MP. Patrick McLoughlin MP also keynoted an AOA reception at the Conservative Party Conference.



The AOA's "An integrated Policy Framework for UK Aviation" document, launched at the 2012 Annual Conference.

We held a number of other public affairs focussed events, including the annual Summer Reception, held on the House of Commons Terrace. The event was well attended by AOA stakeholders and around 30 MPs, including the Shadow Aviation Minister Jim Fitzpatrick MP and key members of the Transport Select Committee.

We held a Chairman's Lunch in Westminster with senior MPs, Airport Directors and Corporate Sponsors to discuss a number of aviation related issues, and organised Regional Roundtable events in Scotland (Edinburgh), the North-East (Newcastle) and the South-West / Wales (Bristol). We also travelled to Brussels to engage with senior MEPs and Commission officials about the EU Airports Package.

The AOA continues to play a full role in the cross-sector SA initiative. We helped launch the SA Carbon Road-Map at the House of Commons, which shows how UK aviation can accommodate growth to 2050 without a substantial increase in absolute CO2 emissions. We also organised the end-of-year SA Annual Reception, which was attended by over 100 industry stakeholders and around 10 MPs, including Shadow Aviation Minister Jim Fitzpatrick MP, who gave a well-received speech on the importance of SA engaging with political stakeholders. 2013 will see the development and launch of the SA Noise Road-Map, which looks at how the aviation sector can grow without significantly increasing noise contours around airports.

Campaigning for lower aviation tax and a flourishing airport sector: the AOA's policy work in 2012

2. Policy

In 2012 the AOA continued to take a leading role in policy, seeking to integrate this activity with our public affairs and campaigning efforts as much as possible. We engaged heavily with stakeholders in Brussels on the EU Airports Package, including meeting with the EU Commission's Head of Airports, Emmanuelle Maire, and the Commission Director with responsibility for the package, Matthew Baldwin. We made sure that these key stakeholders, together with UK MEPs in the European Parliament, understood our thoughts on the Package by producing an AOA position paper, and we will continue to engage with stakeholders on the Airports Package in 2013.

The AOA achieved a major policy breakthrough on LAGs whereby, following intense engagement from the AOA and our sister trade organisation in Brussels, ACI-Europe, and a positive response from the then Secretary of State for Transport, Justine Greening MP, the EU Commission announced that it would recommend not going ahead with the LAGs rule change planned for April 2013. This was important because it soon became clear that neither the technology was mature enough nor the changed processes simple enough to warrant a relaxation of the ban at that stage.

The AOA also engaged heavily on the Civil Aviation Bill as it made its way through both Houses of Parliament, including providing oral evidence to the House of Commons Bill Committee charged with scrutinising the legislation.

3. Communications

During 2012, the AOA worked hard to promote the airports sector in the media, in support of our PA activities. We engaged and built relationships with the key national and regional transport journalists, covering newspapers, broadcasters and the trade press, and we will continue with this important work over the course of 2013.

In addition to AOA coverage, we achieved prominent publicity through both the AFTF and SA initiatives. This has included comment on a wide range of issues, such as APD, LAGs, the UK Government's GREAT campaign, UK aviation connectivity and the Davies Commission.

An example of proactive media work in support of PA objectives was the members' survey on APD, carried out in November, which generated widespread media coverage, including articles in the Daily Mail, Daily Express, Telegraph and Mail on Sunday. We will continue to work hard throughout 2013 to increase our presence on social media, including Twitter, LinkedIn and popular news blogs and websites.

4. The AOA Board

During 2012, Richard Gooding retired from his position as CEO of London City Airport and was replaced on the AOA Board by his successor Declan Collier, who is also President of ACI-

Europe. Our Vice-Chairman, Neil Pakey, left Vantage Airports Group and his position on the AOA Board was taken by Craig Richmond. More recently, Craig has moved on to a different role with Vantage and Mathew Thomas has joined the AOA Board. Robert Sinclair, CEO of Bristol Airport, became the AOA's Vice-Chairman in March 2012. Following the sale by BAA of Edinburgh Airport, their CEO Gordon Dewar joined the AOA Board. We are grateful to the retiring Board members for their contribution to the AOA, particularly Richard Gooding and Neil Pakey who are both past Chairmen of the Association.

5. The AOA team

The AOA continued to focus resources on promoting its public affairs and campaigning activity. Rob Siddall, Policy Director and Tom Needham, Head of Operations and Safety Policy and Events, integrated policy work into lobbying as much as possible. Luke Law and, from December, Tim Alderslade, focussed solely on public affairs and PR activity, and a public affairs agency was retained to offer valuable support and counsel and to supplement the AOA in-house team. Ed Anderson and Leonie Martin continue to act as Chairman and Finance Assistant respectively. We said goodbye to Rachel Dorban, who left with our good wishes to pursue other interests, and Luke Law, who started a new position with NATS. Patricia Page has now started work at the AOA as Executive Assistant. Our thanks go to all the AOA staff for their efforts during the year.



Darren Caplan, **Chief Executive**

Policy remains at the heart of how we promote the UK airports sector and communicate our message to political and public audiences. We are committed to focussing on five key areas of policy with our 'gives' and 'asks' strategy. This includes promoting the importance of aviation to UK plc, securing a fair framework for sectoral growth, campaigning for a fairer aviation tax, promoting Sustainable Aviation, and highlighting a 'better passenger experience'.

a) Promoting the importance of aviation to UK plc

i) Aviation IS the Economy

The AOA joined forces with fellow aviation and aerospace trade associations ADS, BAR-UK and BATA to launch the 'Aviation IS the Economy' campaign. We released a joint statement ahead of the publication of the Government's Draft Aviation Policy Framework, which called on the Coalition to promote "excellent aviation connectivity right across the country", both to ensure jobs and growth and enable the UK economy to "compete in both established and emerging markets". We called for a "bold" strategy which prioritised a favourable planning and regulatory regime and permitted new airport capacity "where required". We also helped to establish a Business Leaders' panel, to make the 'objective case' for aviation, and this panel subsequently produced an 'open letter' to the Prime Minister, signed by, among others, John Longworth, Director General of the British Chambers of Commerce and Simon Walker, Director General of the Institute of Directors.

ii) Transport Select Committee

The House of Commons Transport Select Committee spent the second half of 2012 conducting an inquiry into Government Aviation Strategy. The purpose of the inquiry, which is still ongoing, is to analyse what the objectives of Government policy on aviation should be, how it should make best use of existing aviation capacity, what constraints there are on increasing aviation capacity, and whether the country actually needs a step-change in aviation capacity. The AOA submitted written evidence to the Committee and Chief Executive Darren Caplan gave evidence in person. He used this opportunity to repeat the AOA's concerns around APD and overall UK connectivity, and stress the need for political parties to support the airports sectors' growth and to commit to acting on the recommendations of the Airports Commission. The Committee's report is due to be published by March 2013.



Darren Caplan gave evidence to the Transport Select Committee in December as part of its inquiry into Aviation Strategy.

b) Securing a fair framework for sectoral growth

i) Aviation Policy Framework

The Department for Transport published its Draft Aviation Policy Framework (APF) in summer 2012, which set out the Government's long-term ambitions for the future of the aviation sector. It arrived following the publication of an earlier scoping document, which sought views on what the APF should cover. The AOA was extremely disappointed with the document, believing it to lack a credible framework for helping the sector to achieve growth and increase connectivity. Our concerns centred on the fact that it was very lukewarm about the principle of growth, that it made no mention of rising levels of APD, and that it spent far too much time discussing how to mitigate the effects of aviation, rather than acknowledging the positive contribution the sector can make to UK plc.

The Government launched a consultation on the APF and the AOA published a detailed response. However, we also felt it was necessary to produce our own policy document - "An Integrated Policy Framework for UK Aviation" - which was launched at the 2012 AOA Annual Conference and Exhibition. This set out what we believe a bold and integrated aviation policy should look like, and took a cross-Government-Departmental view on what is needed to boost jobs and growth in UK aviation. It included 25 deliverable policy recommendations to bring this about, and we are grateful to the Public Affairs and Communications Network, and member airports, for developing a policy platform we can all unite behind.

The Department for Transport is due to publish its Aviation Policy Framework proper by the end of March 2013, to which the AOA will provide a detailed response.

ii) The Airports Commission

In September the Government announced that instead of issuing its planned call for evidence on the UK's hub capacity needs, it would instead create an independent commission, chaired by Sir Howard Davies, former Deputy Governor of the Bank of England, to identify and recommend options for maintaining the UK's status as a global aviation hub. It is clear that this report will affect all AOA airports once its recommendations and implementation are known. Furthermore, its commitment to work to produce a National Policy Statement for Aviation post-2015 will be of interest throughout our sector.

In November it was announced that the commission would be named The Airports Commission, and its full membership and terms of reference were released. The AOA issued a short press release on the same day, welcoming the fact that there was a broad spread of experience and expertise among the Commission's members and urging it to move work forward as quickly as possible.

The terms of reference require the Commission to examine the scale and timing of additional UK aviation hub capacity and

evaluate how any need should be met in the short, medium and long term. It asks the Commission to maintain a UK-wide perspective, taking account of the national, regional and local implications of any proposals.

The Commission will engage with a range of stakeholders, including local and devolved Government as well as the Opposition, with the aim of building consensus, and also seek the views of members of the public. The Commission will be inviting evidence and offering stakeholders the opportunity to set out views relevant to its work.

The Commission is required to produce an interim report by the end of 2013, following a detailed review of evidence on future aviation demand and connectivity needs. A Final Report will be published in 2015.

The AOA has welcomed the Commission's work, believing it represents the best way to secure cross-party political support for measures to boost aviation and ensure the UK has both vibrant point-to-point connectivity and world-class hub capacity in the future. We have urged the Commission to look at all potential options on the table, and have called on the three main political parties to commit to acting on their recommendations. We were delighted when the Aviation Minister, Simon Burns MP, did just that on behalf of the Conservative Party at the AOA Annual Conference and Exhibition in October.

iii) Red tape & regulation

During the year, the AOA engaged heavily on Red Tape and Regulation, highlighting the impact of overbearing and intrusive regulation on airport members. We responded to the relevant section of the Government's Red Tape Challenge, which sought to identify individual regulations which can be scrapped or amended. We also built on the detailed work carried out by members such as London Luton Airport to carry out a review of the regulatory burden impacting UK airports. We will continue with this important work into 2013.

iv) Planning

The AOA joined forces with member airport planners to lobby the Government on the planning system. In June 2012, we attended a meeting with civil servants from the Department for Communities and Local Government (DCLG) to discuss a number of issues, including levels of bureaucracy in the system, Government plans for an obligatory consultation by developers prior to making a planning application, and prospects for a scale of planning fees to be charged by local authorities.

We also organised a members' Roundtable event, hosted by AOA Silver sponsor, Pinsent Masons, to encourage stakeholder discussion around planning issues and its importance in creating long-term growth in the airports sector. Other activities included building relationships and attending meetings with relevant civil servants from DCLG; lobbying on individual



Stakeholders at the SA House of Commons Reception in December.

aspects of legislation, such as suggesting guidance to support changes to Environmental Impact Assessment Regulations; and encouraging cross-Departmental discussions on planning and the importance of airports.

The AOA broadly welcomed the Government's New Planning Policy Framework when it was published in March, on the basis that it signalled to Local Authorities that their default position should be to approve sustainable development, unless there is a compelling reason not to. We also welcomed the requirement for local authorities to strengthen co-operation, and the fact that in future they will be incentivised to establish Local Plans.

c) Campaigning for a fairer aviation tax

Air Passenger Duty (APD) continues to be one of the main areas of focus for the AOA. Since 2007, APD has increased by between 160% and 360%, and were it to increase every year as it did in 2012, over £10 billion in UK economic growth could be lost by 2030. A members' survey carried out in November found widespread evidence of lost routes and connectivity because of current levels of APD – the highest aviation tax anywhere in the world.

One of our key messages for 2012 called on the Government to put an end to increases in APD and to conduct urgent macro-modelling work on its effects on the whole of the UK economy. These were two of the main recommendations contained in the AOA's "An Integrated Policy Framework for UK Aviation" document, which was distributed widely across Whitehall and Westminster. The AOA also produced a submission to the Treasury ahead of the 2012 Budget, which argued against an increase in APD and showed how other European countries – such as Belgium, Denmark and the Netherlands – have actually abandoned their aviation taxes altogether due to the negative impact they are having on their economies.

We continued to play a key part in the industry alliance group 'A Fair Tax on Flying', helping to raise support for the campaign among parliamentarians and the wider public.

We will continue to make the case against any further increases in APD and for the Government to carry out a detailed impact assessment into the impact of the tax on UK plc.

(d) Sustainable Aviation

The AOA continued to play a key role in Sustainable Aviation (SA) during 2012, demonstrating our commitment to 'cleaner, quieter, smarter' aviation. The purpose of SA remains to provide support and research to member organisations in their programme of lobbying to demonstrate the sustainability of aviation.

It aims to both demonstrate to political decision makers that aviation, working collaboratively, has a future strategy to decarbonise and reduce noise and local air quality impacts; and provide rebuttal to anti-aviation campaigners and environmental groups, and demonstrate to the public that there are two sides to the aviation environmental debate.

The AOA played a major role in launching SA's Carbon Road-Map, which showed how UK aviation can accommodate growth to 2050 without a substantial increase in absolute CO2 emissions (whilst also supporting the reduction of net CO2 emissions to 50% of 2005 levels through internationally agreed carbon trading), and took the lead in organising the SA end-of-year reception in the House of Commons, attended by over 100 stakeholders including 10 MPs.

SA submitted a response to the Aviation Policy Framework, and secured positive coverage in the trade press as a result. It also submitted written and oral evidence to the Inquiry carried out by the Aviation All-Party Parliamentary Group. Other activity included attending the three Autumn Party Conferences, where it engaged with decision makers across all three main political parties; visiting the Farnborough Air Show to raise its profile amongst members and parliamentarians, and hosting a House of Commons exhibition stand.

In December, SA welcomed the Government's announcement that it would defer a decision on whether to include international aviation and shipping emissions in carbon budgets until 2016, in order to see if progress can be made by the International Civil Aviation Organization in striking a global agreement on the treatment of aviation emissions.

(e) The 'Passenger Experience'

i) Liquids, aerosols and gels

The EU Commission's consultant (Booz & Company) presented its report on European trial work on Liquids, Aerosols & Gels (LAGs) at airports across the Continent. The AOA took the lead on this issue and, in consultation with the Security Group and the Public Affairs & Communications Network, adopted a position

opposing changes to the current rules, on the basis that further work was required to ensure technological maturity and better processes were in place before a partial lifting of the ban.

Chief Executive Darren Caplan gave a Westminster speech on LAGs, and the AOA team generated both national and trade media coverage, including in The Guardian, The Mail and The Telegraph. We also wrote to the then Transport Secretary, Rt. Hon Justine Greening MP, and she in turn lobbied the councils of Europe to maintain the status quo for now. All this activity dovetailed with the AOA's sister organisation in Brussels, ACI Europe; and positive steps to make progress on this issue from 2014 onwards are currently being discussed.

ii) the GREAT campaign

As part of the AOA's focus on promoting the 'passenger experience' at UK airports, we worked closely with No.10, VisitBritain and the UK Border Agency in rolling out the 'GREAT' campaign at UK airport terminals, aimed at welcoming overseas visitors attending the Olympic and Paralympic Games, and the Queen's Diamond Jubilee.

The GREAT campaign was originally focused in foreign cities to attract people to the UK, and to follow through it was announced that there would be joint GREAT and airports branding to promote the UK in airport Arrival Halls. The campaign was based around a series of images which demonstrate the best of the UK in a number of areas, including Countryside, Music and Creativity.

In addition, the AOA regularly wrote to Government Ministers and parliamentarians throughout 2012 to keep them up to date with the great work airports were doing to promote the UK.



The AOA worked closely with NO 10 in rolling out the GREAT campaign at UK airports.

AOA in the media 2012

During 2012, the AOA continued to cultivate strong relationships with important contacts in the transport media, and secured positive national and regional broadcast, print and online coverage. Issues and events we commented on included APD, LAGs, UK connectivity, the Olympics and Diamond Jubilee, and the “passenger experience”. We will continue to make this a priority for 2013, and will be working hard to publish media releases regularly and organise media tours with key journalists covering print, online and broadcast. Below are some examples of the coverage received in 2012.



The AOA in 2013: UK airports - delivering sustainable aviation, jobs and growth



2013 is a particularly important year for the AOA and the airports sector. The Government is due to publish its Aviation Policy Framework, setting out its long-term objectives for the future of the industry, whilst Sir Howard Davies' Airports Commission will produce an Interim Report, detailing a sense of direction for UK airports and their ability to grow. The year will also see developments on the Airports Package, currently making its way through the EU legislative process, UK night noise, security, and ops and safety. It is important that the AOA continues to make a strong case for a thriving and growing aviation sector, and to build further support in Whitehall, Westminster, the business community and the media.

In addition to its public affairs, policy and PR / comms work, we will also endeavour to continue organising interesting, engaging and topical events for members, keeping them informed as regularly as possible with our activities.

Communicating with our members

In 2013, the AOA will maintain a strong level of events and networking opportunities – through forums such as the AOA Dinner, Conference, Lunches, Special Conferences and Roundtables around the country – and we will send regular written materials such as the Monthly Updates, the Operator and issues-based email communications. We will also improve the AOA web offering and pursue an enhanced level of ‘pulse surveying’, Focus Groups and other evaluations to ensure that we align ourselves with the priorities of members.

In addition, the Chief Executive will continue to visit as many UK airports as possible during the course of the year! At December 2012, he had visited around 45 airports since starting in post in January 2011.

Building political support

In 2013, the AOA will continue to engage with key decision makers in both Government and Parliament, and make the proactive case that the airports sector is vital for promoting jobs, growth and economic sustainability for UK plc. We will be calling for unashamedly pro-aviation policies, such as an end to increases in APD, and a planning and regulatory regime which supports both a network of vibrant point-to-point airport and world-class hub capacity, and for all three major political parties to commit to acting on the recommendations of the Airports Commission. We will also be working hard to ensure positive expressions towards aviation are evident in the main party manifestos ahead of the next General Election.

We will continue to work with outside stakeholders such as ‘A Fair Tax on Flying’ and Sustainable Aviation, ensuring that the voice of the whole aviation industry is heard on the important issues of APD and sustainability respectively. We will cast our net far and wide in terms of engagement, targeting not just the Department for Transport, but other Departments such as Business, Innovation and Skills and HM Treasury, as well as important parliamentary bodies such as Select Committees and All-Party Parliamentary Groups.

Communicating to stakeholders

We will be launching a far-reaching PR campaign in 2013 to promote the “better passenger experience”, with the intention of informing stakeholders about the excellent work airports are doing – and have planned to do – to promote passenger experiences.

We will also continue to work alongside our partners in the ‘A Fair Tax on Flying’ coalition to draw attention, via the media and other channels, to the unfair and economically damaging levels of aviation taxation in the UK.

AOA achievements in 2012

In 2012, the AOA worked hard to promote the UK airports sector at every opportunity, made the case for pro-aviation policies within Government and Parliament, and delivered on the priorities of members. Here are some of the things we achieved...

PA and comms

- AOA / unity – a consistent and united message from AOA members: i) APD: no further increases, push for a Treasury Review; ii) Framework for Growth: APF and Davies Commission to make recommendations, political parties to commit to findings; and iii) AOA Integrated Policy Framework, 25 recommendations backed by membership
- Closer working with industry and campaigning bodies – AOA/BATA/BAR UK, presenting unified front to UK Government; and ACI Europe, vis-à-vis the EU; and A Fair Tax on Flying, Sustainable Aviation and Aviation Foundation on campaigning
- Leading player in the A Fair Tax on Flying coalition, which in 2012 successfully made APD a postbag issue for MPs (200,000 targeted emails from constituents) and gave it higher prominence at the Treasury (with 100,000 emails sent from overseas passengers to the Chancellor)
- AOA/Members Crisis Management Protocol – devised and agreed by both the PACN and the Board
- Profile and credibility of AOA raised, with regular sector advocacy in public arenas by AOA team members; and aviation pushed much higher up the political agenda
- AOA a truly national organisation: three Regional Roundtables and pan-UK PACN meetings held outside the AOA offices
- AOA nominated for a series of awards.



AOA Chief Executive, Darren Caplan, meeting with Jacqueline Foster MEP and Philip Bradbourn MEP in Brussels to discuss the EU Airports Package.

UK policy

- APD increases restricted to inflation-only
- Shift of aviation growth debate from “should grow” to “how should grow”
- AOA Integrated Policy Framework document devised – 25 recommendations
- Responding to the Aviation Policy Framework, Transport Select Committee and Aviation All Party Parliamentary Group consultations
- Responding to Independent Transport Commission consultation
- DfT Red Tape Challenge – participation
- Radar Remediation – Dept for Transport engagement
- Future Airspace Strategy (FAS) – participation primarily through the FAS Industry Implementation Group (FASIIG)
- Planning /National Planning Policy Framework – Dept for Communities & Local Government engagement
- DfT and security – the AOA engaged closely on LAGs and Outcomes Focused Risk Based security, for example
- CAA and Consumer Panel – the AOA engaged closely with Keith Richards, head of the new Consumer Panel
- UK Border Force – the AOA has engaged closely with Tony Smith, the Acting DG of UK Borders, on a strengthened, possible collaborative, future approach
- Safe Carriage of Electric Wheelchairs – ensuring this was not the responsibility of airports

UK parliament

- Debates secured in Houses of Commons and Lords
- AOA/BATA House of Commons Reception – 30+ MPs and Peers attended
- Aviation All Party Parliamentary Group (APPG) revitalised

UK political engagement

- ‘Aviation IS the Economy’ (AITE) initiative: UK business recruited as third party advocates, including the Director Generals of the British Chamber of Commerce and the IoD, and business leaders such as Jon Moulton (venture capitalist), Sir David Michels (Chairman Michels & Taylor, ex Hilton CEO and Board member of M&S), and Alan Parker (Chairman, Mothercare on Business Leaders panel); and Treasury meeting with new Economic Secretary Sajid Javid
- Ministerial / Shadow Ministerial engagement also includes Mark Prisk, then Business Minister, Simon Burns, new Aviation Minister (December), Transport Sec Patrick McLoughlin, addressing the AOA-partnered Conservative Party Conference Reception, and a host of front-ranking politicians at the three party conferences
- AOA Chairman’s Lunch, including: Lord Reg Empey Kt. OBE, Nigel Evans MP (Deputy Speaker), Paul Maynard MP, Henry Smith MP, Lord Clive Soley
- PR ahead of – and a rapid response to – the Budget: the AOA appeared in national and trade media before, and provided rapid reaction after, the Chancellor’s March Budget, including interviews / quotes on Sky News, BBC News online, the Daily Telegraph and Independent



AOA Chairman, Ed Anderson, speaking with then Transport Secretary, Justine Greening MP at the Annual Dinner.

EU engagement

- Meetings: MEPs – Syed Kamall, Jacqui Foster, Timothy Kirkhope, Philip Bradbourn, Artur Zasada, Jorg Leichtfried; officers – Matthew Baldwin, Director for Aviation at the European Commission; Margus Rahuoja, Commissioner Siim Kallas’ senior aviation adviser; Emmanuelle Maire, Head of Internal Markets and Airports Unit at DG Move, Simon Brain, DG Transport Internal Market & Airports Unit policy officer, and Simon Argyle, First Secretary for Transport at UK Permanent Representation
- Liquids, Aerosols & Gels (LAGs) – successful lobbying for no change to 2013 rules
- Airports Package – long-term engagement
- EASA – responding to 700-page future safety regulation of aerodromes

Regulatory

- Civil Aviation Bill: following Bill progress during parliamentary stages; encouraging supportive MPs to table amendments in areas of concern; and Select Committees appearance



The AOA and its airport members worked with No. 10, Visit Britain and UKBA on rolling out the ‘GREAT’ campaign in airport terminals, welcoming visitors to the UK for the Diamond Jubilee and Olympic and Paralympic Games

Sustainable Aviation

- Chaired SA Comms Group, arranged three party conference cross-industry participation, and engaged a host of senior politicians across the three political parties, including Conservative Transport Secretary Patrick McLoughlin, Lib Dem Transport Minister Norman Baker, and Labour Shadow Transport Secretary Maria Eagle – senior politicians now mentioning SA in speeches on aviation
- SA CO2 Road Map Launch: 19 parliamentarians, including Maria Eagle MP, Shadow Transport Secretary, Brian Donohoe MP, Aviation APPG Chair and Emma Reynolds, Aerospace APPG Chair
- Delivering successful December SA House of Commons Reception, 13 parliamentarians attending
- Reducing ‘Aircraft Emissions on the Ground’ initiative progressed



The AOA launched the “Aviation IS the Economy” campaign to highlight the importance of our sector to UK plc.

Media and positive PR

- AOA worked with airport members on positive ‘Summer 2012’ PR: airports delivering UK GREAT, Diamond Jubilee, Olympics/Paralympics; and promoted to policy-makers too
- AOA secured press and radio/TV press and broadcast coverage, and authored articles, on a range of issues, (eg. APD, aviation policy, security/LAGs borders)
- Aviation IS the Economy coverage
- AOA secured coverage for APD and aviation growth opinion polls
- The Chairman and Chief Executive spoke at numerous events throughout 2012, including the party conferences, GAD, Airport Design & Engineering, and the Transport Select Committee Aviation Inquiry

Members events

- AOA Dinner, addressed by Transport Secretary
- AOA Conference and Exhibition, strong line-up / record coverage secured
- AOA/BATA Aviation Reception
- Regional Roundtables (Scot, NE, SW & Wales)
- Specialist Conferences: Environment; Ops & Safety; Security
- Planning meetings; and Windfarm meetings

Further information on the AOA’s campaigning and policy work can be found at www.aoa.org.uk.

AOA Events in 2012

2012 Annual Conference and Exhibition

The Annual Conference took place on 22 and 23 October 2012 and was yet again a huge success. Exhibitors were treated to a strong speaker programme including addresses from senior politicians such as Aviation Minister Simon Burns MP and Shadow Secretary of State for Transport Maria Eagle MP. Moderated for a second year running by BBC broadcaster Andrew Neil, the conference included panel sessions on A Sustainable Framework for UK Aviation and Connecting with Emerging Markets, and concluded with an Industry Leaders Question Time where Tim Clark (Emirates), John Holland - Kaye (BAA), Charlie Cornish (MAG) and Richard Deakin (NATS) answered questions from the audience on key issues affecting both the sector and their operations.

Speakers at the Conference included:

Keynote Address

Simon Burns MP Minister of State for Aviation

Session 1 Sustainable Framework for UK Aviation

Katja Hall Chief Policy Director CBI
Matthew Gorman Chair Sustainable Aviation
Chris Tarry Aviation Consultant
Glyn Jones Managing Director London Luton Airport

Keynote Address

Maria Eagle MP Shadow Secretary of State for Transport

Session 2 Promoting Regional Development

Sir Richard Leese Leader Manchester City Council
Jim French Chairman and Chief Executive Flybe
Robert Sinclair Chief Executive Bristol Airport

Keynote Address

William Martin Managing Director UK Operations FedEx Express Europe, Middle East, Indian Subcontinent & Africa

Session 3 Better Airports

Iain Osborne Group Director Regulatory Policy CAA
Kate Sherry Deputy Director of Route Development Ryanair
Susan Parsons Manager Trade Relations ABTA
William McGillivray Product Development Director Gatwick Airport



Aviation Minister Simon Burns MP delivered a keynote speech at the AOA Annual Conference.

Keynote Address

Sir David Rowlands Chairman Gatwick Airport

Session 4 Connecting with Emerging Markets

Paul Kehoe CEO Birmingham Airport
Paul Griffiths CEO Dubai Airports
Alan Lamond Director Pascall + Watson & Chairman British Aviation Group
Nigel Milton Director of Policy & Political Relations

Keynote Address

Emer Timmons President British Telecom Global Services

Session 5 Industry Leaders Question Time

Tim Clark President Emirates Airline
Charlie Cornish Group Chief Executive Manchester Airports Group
Richard Deakin CEO NATS
John Holland-Kaye Commercial Director BAA

Celebrating Business Excellence

The 2012 Annual Conference and Exhibition included the AOA Awards as the centrepiece of the Dinner held on the evening of 22 October. The Awards for AOA Associate Members were presented as follows:

- Best Manufacturer** **Thales**
- Best Service Partner** **Amey**
- Best Consultancy** **Pascall+Watson**
- Best Innovator** **Human Recognition Systems**
- Best Environmental Initiative** **NATS**
- Best Service Provider** **Siemens**
- Best Exhibition Stand** **Vanderlande Industries**

In addition, awards to AOA airports were presented:

Best General Aviation Airport

Sywell
(presented by AOPA)

Best Airport Handling up to 6 Million Passengers

Newcastle International Airport
(presented by BATA). Newcastle won this award for a fourth consecutive year.

Best Airport Handling over 6 Million Passengers

Manchester Airport
(presented by BATA)

AOA Summer Reception

The AOA held its annual Summer Reception in September on the House of Commons Terrace. More than 30 parliamentarians attended, including Shadow Aviation Minister Jim Fitzpatrick MP and members of the Transport Select Committee.



AOA Chairman Ed Anderson speaking at the Summer Reception.

Environment, Security, Operations & Safety Conference

2012 delivered another strong and well received programme of specialist conferences.

The Environment Conference was held at the Compass Centre at Heathrow Airport and was attended by more than 50 delegates drawn from representatives of airports and AOA Associate Member companies. This "free to attend" event received presentations on Noise, Aircraft on the Ground and current European Environmental Initiatives from a range of speakers including Matt Gorman (BAA); Kate Kennings (DfT); Ian Jopson (NATS); and Jonathon Counsell (British Airways).

The Security Conference was held in Newcastle and was generously sponsored by Rapiscan Systems and Human Recognition Systems. This conference was supported by some 50 delegates and the programme included sessions on Threat, Terrorist Behaviour, Technology, Future Security and European Developments.

The Operations and Safety Conference was again held at what has become the home for this event, Oulton Hall near Leeds. The conference sponsor was Eagle Airfield, who were pleased to continue their support for this event from the previous year. A packed Programme saw the 100 plus delegates receive an opening Keynote Address from Kirsten Riensema, Head of Aerodrome and Air Traffic Standards Division at CAA, followed by sessions on Collaborative Decision Making, Runway Excursions, Avoiding Criminal Liability, Future Airspace Strategy and Transition to EASA Competency for Aerodrome Safety Regulation.

Key events 2012

January / February

- The Civil Aviation Bill was introduced to Parliament by the then Secretary of State for Transport, Justine Greening MP
- The European Commission published The Airports Package, its long-awaited proposal to update EU airports policy
- The AOA met with the Chief Executive of VisitBritain to discuss its 'staycation' campaign

March / April

- The Aviation All-Party Parliamentary Group launched an inquiry into the UK aviation industry and its ability to compete against rivals overseas. The AOA submitted written evidence to the Inquiry
- The Government published its New Planning Policy Framework, which aims to streamline and simplify Government planning policy
- The AOA held a Roundtable event in Scotland
- The AOA travelled to Brussels for a series of meetings with EU representatives from the Commission and Parliament to discuss the Airports Package
- Sustainable Aviation launched its SA Carbon Road-Map at an event at the House of Commons
- The AOA exhibited at the Liberal Democrats Spring Forum in Gateshead
- The AOA Dinner was held at the Grosvenor House Hotel, London. Association Chairman Ed Anderson and the then Secretary of State for Transport Justine Greening MP delivered the keynote speeches, and after-dinner entertainment was provided by Jason Manford
- The Committee on Climate Change recommended to the Government that aviation emissions should be included in the UK's future carbon budgets, but that there should not be new UK unilateral targets for aviation emissions
- The AOA prepared a response for Sustainable Aviation (SA) on the Civil Aviation Authority (CAA) consultation on the regulator's possible activities on the environment

May / June

- Chief Executive Darren Caplan delivered a speech in Westminster on LAGs, ensuring the AOA took a leading role on this issue. The AOA then wrote to the Secretary of State for Transport, Justine Greening MP, urging her to lobby her counterparts in Europe to support the status quo on LAGs
- The 'A Fair Tax on Flying' campaign is launched. By the end of the year, more than 300,000 people wrote to either the Chancellor of the Exchequer or their local MP calling for action on APD. The AOA played a leading role in the campaign.
- The Civil Aviation Bill had its First Reading in the House of Lords, following its safe passage through the House of Commons
- The AOA met with civil servants from the Department for Communities and Local Government, and organised a separate Roundtable event, hosted by Silver Sponsor Pinsent Masons, to discuss issues relating to planning policy
- The Departures & Ground Operations Code of Practice Working Group launched its document on 'Reducing the environmental impacts of group operations and departing aircraft'
- The DfT issued a conclusions document closing the consultation on Outcomes Focused Risk Based Security (OFRB) concept. The AOA set up an introductory meeting with the CAA to discuss the issue
- The annual AOA Operations and Safety Conference took place at the Oulton Hall Hotel near Leeds
- The AOA wrote to MPs highlighting the successful job airports had done to facilitate those arriving in the UK to witness the Queen's Diamond Jubilee
- The AOA Chairman's Lunch took place in Westminster
- The AOA presented at a Government workshop on the EU Commission's proposed new regulation on Slots



AOA worked with the 'A Fair Tax on Flying' coalition throughout 2012 to campaign for fairer levels of APD.

July / August

- The Department for Transport published its Draft Aviation Policy Framework
- The AOA attended a DfT Red Tape "Star Chamber" to consider individual regulations impacting aviation to be maintained, scrapped or improved
- Following engagement from the AOA, the EU Commission announced that it would recommend not going ahead with the LAGs rule change planned for April 2013
- The London Olympic and Paralympic Games were held, and UK airports dealt seamlessly with the huge number of visitors entering the country. International Olympic Committee President Jacques Rogge described it as "the best airport experience he'd had"
- The AOA attended the Farnborough Air Show alongside Sustainable Aviation
- The Aviation All-Party Parliamentary Group published its report "Inquiry into Aviation Policy and Air Passenger Duty"

September / October

- The AOA attended the Liberal Democrat, Labour and Conservative Party Conferences alongside Sustainable Aviation, and hosted a number of fringe events, as part of the Transport Hub
- The Prime Minister carried out his long-awaited ministerial reshuffle. Patrick McLoughlin MP was appointed Secretary of State for Transport and Simon Burns MP was appointed Minister of State for Aviation
- The AOA/BATA Summer Reception took place on the House of Commons Terrace, with over 30 MPs in attendance including members of the Transport Select Committee
- The AOA held a North-East Roundtable event at Newcastle Airport
- The AOA Annual Conference and Exhibition took place at the Hilton Metropole Hotel in London, with keynote speeches from Aviation Minister Simon Burns MP and Shadow Secretary of State for Transport Maria Eagle MP
- The AOA published its "Integrated Policy Framework for Aviation" document at the 2012 Annual Conference and Exhibition, which included 25 deliverable policy recommendations to the Government on how to boost aviation and deliver growth to the sector

November / December

- The AOA, together with representatives from Heathrow, Manchester and Bristol Airports, travel to Brussels for meetings with EU Commission and Parliament stakeholders on the Airports Package
- The AOA worked with the 'A Fair Tax on Flying' campaign in the run up to the Autumn Statement, calling on the Government to scrap the proposed increase in APD
- The DfT published the Terms of Reference which will guide the Airports Commission, together with the names of leading academics and aviation experts who will assist Sir Howard Davies in his work
- The AOA carried out a members' survey on APD, to which 26 airports responded. The survey found widespread evidence of lost routes and the damaging impact that APD is having on the UK airports sector
- The AOA held a South West / Wales Roundtable event at Bristol Airport
- The Civil Aviation Bill receives its Royal Assent
- The Department of Energy and Climate Change (DECC) announces that it will defer a decision on whether to include international aviation and shipping emissions in carbon budgets until 2016
- The AOA met with Aviation Minister Simon Burns MP to discuss the UK airports sector. Issues covered included APD, aviation growth, the Airports Commission and Red Tape and Regulation
- The AOA was the lead organiser of a House of Commons Reception, hosted by Sustainable Aviation, and addressed by Shadow Aviation Minister Jim Fitzpatrick MP
- AOA Chief Executive Darren Caplan gave oral evidence to the Transport Select Committee as part of its inquiry into Aviation Strategy

Our Board at February 2013

In addition to Ed Anderson (Chairman) and Darren Caplan (Chief Executive), the following represent Airport Members on the AOA Board:



Matthew Thomas

Chief Executive, Vantage Airports UK

Matthew was appointed Chief Executive of Vantage Airports in February 2013. In this role he is responsible for the performance, management and development of Liverpool John Lennon Airport and Vantage Air Traffic Services Limited. Prior to his current role, Matthew held the position of Commercial Director for the Vantage Airport Group ("Vantage"), driving the development of the commercial activities at the group's network of 12 airports across 13 continents. He was also part of the Group's business development team evaluating global acquisition opportunities. Matthew has considerable post-acquisition, change management experience and has previously held the position of Group Commercial Director of Peel Airports and Hermes Airports in Cyprus where he was responsible for the commercial development of the award winning new terminal buildings in Pafos and Larnaka.



Robert Sinclair

Chief Executive Officer, Bristol Airport

Robert joined Bristol Airport as Chief Executive Officer in October 2008. Robert has worked with his senior management team to lead the business through the recent recession in the UK, achieving incremental passenger growth, delivering improved airport facilities and services and securing a planning application to significantly expand the airport. Prior to his role at Bristol Airport, Robert was Chief Financial Officer at Auckland Airport with responsibility for the finance, strategy, corporate affairs and IT divisions. Robert commenced his professional career with leading law firms in New Zealand and the US, before moving into investment banking (advising clients in the airport, airline and transport sectors). Robert is a qualified lawyer and chartered accountant. Robert is also Vice-Chairman of the AOA.



Gordon Dewar

Chief Executive Officer, Edinburgh Airport

Gordon took up the post of Chief Executive in July 2012. Prior to that, he was Chief Executive at Bahrain International Airport. He joined BAC, the operator of Bahrain International Airport, in 2010 to develop the newly created business and its recent acquisition of the airport operations. He was responsible for the creation of a commercially orientated strategy to generate a profitable and self-sufficient business to both operate and develop the airport with passenger number of 9m pa. The business returned substantial profits in its first two years of operation and developed a long term masterplan for the extension of the airport to accommodate 13m passengers. Gordon spent four years with BAA running Glasgow and Edinburgh airports through periods of extensive investments in terminal capacity and passenger growth from 2007 to 2010. He has held a number of senior positions with leading transport operators, including commercial, general management and business development roles. Prior to this he spent 10 years in Transport Consultancy.



Ann Reynolds

Airport Director, Isle of Man Airport

Ann was appointed to her current role in 2007, after holding previous positions at Isle of Man Airport as Operations Director and Airport Projects Manager. Prior to this she was a Deputy Managing Director of Sheffield Airport and a Customer Services Manager at Southampton. She has also held a series of other front line roles in the sector, with periods as an Airport Duty Manager and Station Manager.

Ann began her career in Air Traffic Control working with BAA. She has also worked outside the UK as Group Manager for PlaneStation plc, with responsibility for five non-UK airports, and later as Managing Director of two airports in Germany.



Declan Collier

Chief Executive, London City Airport

Declan joined London City Airport as Chief Executive Officer in March 2012. Prior to his appointment, he had been Chief Executive of the Dublin Airport Authority (DAA) since April 2005. Prior to joining the DAA, Declan worked with ExxonMobil, where he held a number of senior executive positions in Ireland and the UK. In his last role at ExxonMobil, he had responsibility for the management of a number of key global businesses in the alternative fuels sector, in addition to the management of the company's European district heating businesses.

He is President of Airports Council International (Europe) the representative body for European airports and a member of the World Board of the Airports Council International (ACI). He is a board director of London First and has been a Non Executive Director of Allied Irish Banks Ltd (AIB) since January 2009. A native of Dublin, he has a Masters Degree in Economics from Trinity College Dublin.



Glyn Jones

Managing Director, London Luton Airport Operations Ltd

Glyn has been Managing Director of London Luton Airport since 2007. He began his career at British Airways, where he held roles in sales and marketing and business analysis. Since then, he has concentrated on logistics and aviation. He spent three years in aircraft sales, successfully marketing the British Aerospace Advanced Turboprop and 146 jetliner range to major airlines in Asia. He served as Commercial Director with both DHL and Hays DX, then as Managing Director of Bournemouth Airport and Palletline plc, the UK's leading palletised goods distribution network. Glyn has a BA in English and Italian Literature, as well as masters degrees in both Comparative Literature and English literature. He holds a diploma in Marketing from the Chartered Institute of Marketing and is a Fellow of the Royal Aeronautical Society.



Roger Walker

Director Airport Operations, TAG Farnborough Airport

Roger has held his current position for six years and has been at the airport for ten years, since the CAA licence commenced. Roger has 25 years airport management experience, primarily in the UK, working for the BAA, largely at Heathrow, and for TAG Aviation at Farnborough. Roger has previously served in the UK Merchant Navy working for Cunard as a Navigating Officer.



Paul Kehoe

Chief Executive Officer, Birmingham Airport

Paul has been CEO at Birmingham Airport since October 2008 and prior to that he was CEO at Bristol International Airport. Previously, he worked for TBI from 1997 to 2005, joining as MD for Belfast International then running the Plc's European division, before becoming MD at London Luton Airport. In November 2001 he was appointed to the main board of TBI Plc as Operations Director.

Paul has long been an active member of the AOA and was Chairman of the organisation in 2004-05. He holds a BSc (Hons) in Geography, an MBA, a diploma in Marketing and was awarded Honorary Degree of Doctor of the Birmingham City University in September 2011. Paul is a fellow of the Chartered Institute of Marketing, a Fellow of the Royal Society of Arts and Honorary President of the RAF 2030 Elmdon Air Training Corps. He also holds non-executive positions as Chairman of Marketing Birmingham, Director of Coventry and Warwickshire LEP and Director of the Warwick Business School Strategy Board.



David Laws

Chief Executive, Newcastle International Airport

David is the Chief Executive of Newcastle International Airport, having begun his career with the airport over 30 years ago as a trainee fireman. He rose through many areas of the business including health and safety, human resources, operations, aeronautical and commercial development before becoming Chief Executive in 2007. He is passionate about the North-East region and maintaining sustainable links for the business community as well as providing popular holiday destinations for nearly 5 million passengers per year. He was instrumental in the successful introduction of a daily scheduled route to Dubai in 2007 and has recently grown the low cost sector of the business through Jet2.com, whilst adding a Brand new 4 star Hilton Hotel to the Airports portfolio. David is Vice-President of the North East Chamber of Commerce.



Nigel Milton

Director for Policy & Political Relations, Heathrow Airports Ltd

Nigel leads Heathrow Airports Ltd's Public Affairs and Community Relations teams. His responsibilities include managing Heathrow's relations with politicians, government officials, business groups and the community around Heathrow. He represents Heathrow on a wide range of trade associations and lobbying groups. Nigel joined Heathrow from Virgin Atlantic in March 2010 where he had spent six years in the External Affairs department. Prior to this Nigel worked for the Department for Transport (DfT) where he had been Assistant Director for International Aviation since October 2000. Prior to this post, Nigel was Private Secretary to the UK Deputy Prime Minister and Secretary of State for Transport, John Prescott, between 1998 and 2000. Nigel has a law degree from Oxford University and a Masters degree in Transport Planning and Management from the University of Westminster.



Penny Coates

Independent Director, Manchester Airports Group

Penny Coates is an Independent Director, representing the Manchester Airports Group on the AOA. Penny worked as an Executive Director with the Manchester Airports Group for the seven years to 2012 including roles as Managing Director and Group COO. Prior to that Penny held senior roles with Asda, PepsiCo, Boots and Mars. In 2012, due to family circumstances, Penny began developing a portfolio of roles as an Independent Director, which include work the Manchester Airports Group and with Humberside Airport (in which MAG disposed of it' share holding during 2012).



Kyran Hanks

Strategy and Regulation Director, Gatwick Airport

Kyran was appointed as Strategy and Regulation Director in April 2010. Kyran has enjoyed a long career in regulation and most recently held the post of Economics and Regulation Director for BAA for five years where he was in charge of BAA's CAA and Competition Commission investigations, including Select Committee testimonies on behalf of the company. For Gatwick he leads the regulatory engagement with the CAA and is now leading Gatwick's work on a second runway. Prior to BAA, Kyran had roles in the energy sector working for regulators and regulated companies, including three years working for Enron. Kyran has a Degree in Commerce from the University of Birmingham.

The AOA team



Ed Anderson

Chairman

Ed Anderson has been Chairman of the Airport Operators Association (AOA) since 2008. He is also Chairman of the Yorkshire Building Society. Ed has held a number of senior executive positions in the airports industry including Deputy Managing Director of East Midlands Airport from 1987 to 1990 and Managing Director of Leeds Bradford Airport from 1997 to 2007. He was Chairman of the AOA in 2001-02. He is a former President, and Chairman, of Leeds Chamber of Commerce and is a director of a number of other public and voluntary sector organisations in Yorkshire. Ed is an economics graduate and a qualified accountant. He has a particular interest in regional economic development and transport.



Darren Caplan

Chief Executive

Darren Caplan has been Chief Executive of the AOA since January 2011, with 14 years' previous experience in communications, public affairs and politics in a number of sectors, including infrastructure, planning and technology. For the four years prior to joining the AOA in 2011, he was Director of Public Affairs for full-service comms agency Brands2Life.

Darren's political experience includes working for the Conservative party and standing as a parliamentary candidate in the 2010 general election. He is incredibly passionate about aviation and the benefits the sector brings, be they global trade benefits to UK plc, boosting regional and local growth, or enabling millions of people to holiday and visit friends and family in the UK and around the world.



Rob Siddall

Policy Director

Rob Siddall has worked at the AOA since 2005, and currently holds the post of Policy Director. He has responsibility for AOA's policy work in areas including fiscal, infrastructure and planning, environment and security. Prior to joining the AOA, Rob worked for the Chemical Industries Association, focusing on the European Emissions Trading Scheme, UK energy policy, and international competitiveness. He has also worked as a technical consultant for an American construction contractor and in technical process development. He is a graduate in Natural Sciences and Chemical Engineering from the University of Cambridge, completed an MBA at Edinburgh Business School in 2006, and retains his status as a Chartered Engineer.



Tom Needham

Head of Ops and Safety Policy, and AOA Events

Tom Needham is Head of Operations and Safety Policy and AOA Events. He has previously held a number of senior positions across a number of airports, including at BAA, during which time he was an airport director. Tom has responsibility for all airport operational and safety policy issues, and the delivery of AOA's conferences and events. He maintains close liaison with the CAA and the Department for Transport on a range of operational issues including the transfer of safety regulation to Europe, and was also closely involved in the Definition Phase of the SESAR European ATM initiative. He is a business graduate from the University of Edinburgh.



Tim Alderslade

Public Affairs & PR Manager

Tim Alderslade has been Public Affairs and PR Manager at the AOA since December 2012. Prior to joining the AOA, Tim spent seven years working in public affairs and politics in a number of sectors, including infrastructure, international rescue and security, insolvency and healthcare. He has worked for public affairs and communications agency Insight Public Affairs, and his political experience includes working for the Conservative Party as a Campaign Manager and working in Parliament for two Conservative MPs.



Patricia Page

Executive Assistant

Patricia Page has been Executive Assistant at the AOA since January 2013. Patricia has a background in business support and office management in a variety of private and public sector environments, including for the Department of Business, Innovation & Skills and the Cabinet Office.



Leonie Martin

Accountant

Leonie Martin is the AOA's Accountant, working on a contracted, part-time basis. She has worked for the AOA for twelve years, and previously held roles focusing on policy and administration. Leonie has responsibility for all day to day financial matters, and works closely on AOA events.

Our corporate and silver sponsors; associate and airport members 2012

Corporate Sponsors:

Lafarge Aggregates
Redline Aviation Security
Selex Systems Integration Ltd
Siemens Airports - ADB
SITA
Thales ATM
Vanderlande Industries

Silver Sponsors:

Aebi Schmidt
Airlock Aviation Ltd
Alta Dona
Amey
Bircham Dyson Bell
C Speed LLC
Carillion plc
ITN Productions
Northrop Grumman
Pinsent Masons
Rockshore Ltd
Smiths Detection
SSP Air Ltd
Wilson James

Associate Members:

3D Reid
ACS BPS Ltd
Aggregate Industries
Airparks
Airport Direct Travel
Airport Energy Ltd
Airport Planning & Development Ltd
Airport Strategy & Marketing
Airside Ops
Allied Drilling
AMEC Environment & Infrastructure UK Ltd
AON Aviation
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ARINC
ASI Solutions Plc
ASIG
ATG Airports Ltd
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Aviation Equipment Resources Ltd
AviaVox BV
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Babcock Airports Ltd
Bagport UK
Beumer Group UK Ltd
BP International Ltd - Air BP
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British Airport Serv & Equip
British Aviation Group
Buro Happold
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Capita IT Services
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Cobalt Light Systems
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Cobham Flight Inspection
Colas
Costain
Dallmeier
Davis Langdon LLP
Deloitte
Department of Air Transport
Derichebourg Multiservices
t/a ICS Group
Dublin Airport Authority
Dyer & Butler
Eagle Airfield Equipment
Edward Dewhurst
Esco - Zodiac Aerospace
Eurosigns
Ferrovia Agroman
Food & Environment Research Agency
G4S Aviation Security (UK)
Grass Engineering
Gulf Aviation
Halcrow
Helios Technology
HOK International Ltd
Horizon Executive Search
Human Recognition Systems
ICTS UK Ltd
Inca Security UK Ltd
International Currency Exch
Inviron Ltd
IPM Ltd
IS Solutions (UK) Ltd
ISS UK Ltd
Jacobs
Jointline
KeTech
Kuwait Petroleum Int Aviation Co
AON Aviation
APCOA Parking
ARINC
ASI Solutions Plc
ASIG
ATG Airports Ltd
Atkins Aviation
Aviasolutions
Aviation Equipment Resources Ltd
AviaVox BV
Avis Rentacar
Babcock Airports Ltd
Bagport UK
Beumer Group UK Ltd
BP International Ltd - Air BP
Briser Road Safety
British Airport Serv & Equip
British Aviation Group
Buro Happold
Burroughs

Omniserv Ltd
P4 Ltd
Pascall & Watson
PB Ltd
Phillips 66
Rapiscan
Raytheon Systems
Road Grip
Royal Aeronautical Society
RPS Group
Safeskys
Scandinavian Airport and Road Systems AB
Schneider Electric
Securitas Transport
Aviation Security
Serco Aerospace
SLC
Spectrum Interactive Plc
Stuart Condie
Surfbox
Swissport
Tarmac National Contracting
Tex ATC
Thomas Cook Airlines UK Ltd
Thomsonfly Ltd
TMD Technologies Ltd
Total UK
TPS
TRG Concessions
Trowers & Hamlins LLP
Turner & Townsend LLP
Univar Ltd
Uretek UK Ltd
URS
Vaisala
Variable Message Signs Ltd
Vinci Construction UK Ltd
Voice Perfect
Volker Fitzpatrick Contractors Ltd
W H Smith Travel
WDFG UK
Whitemountain Quarries Ltd
Willmott Dixon Group
World Fuel Services Aviation
Wragge & Co

Airport Members:

Aberdeen
Barra
Belfast Int'l
Benbecula
Biggin Hill
Birmingham
Blackbushe
Blackpool
Bournemouth Int'l
Bristol International
Cambridge
Campbeltown
Cardiff Int'l

Carlisle
Chester Hawarden
City Airport Manchester
City of Derry
Cranfield
Denham
Dundee
Durham Tees Valley
Edinburgh
Exeter
Farnborough
George Best Belfast City
Glasgow
Glasgow Prestwick
Gloucestershire
Guernsey
Humberside
Inverness
Islay
Isle of Man
Jersey
Kent Int'l Airport - Manston
Kirkwall
Leeds Bradford
Liverpool John Lennon
London Ashford (Lydd)
London City
London Gatwick
London Heathrow
London Luton
London Stansted
Metro London
Newcastle
Newquay Cornwall
Norwich International
Oxford
Redhill
Retford (Gamston)
Robin Hood Doncaster Sheffield
Southampton
Southend
Stornaway
Sumburgh
Swell
Thrupton Airport
Tiree
Warton
Wick

Financial information

Profit and loss account for the year ended 31 December 2012

	Notes	2012 £	2011 £
Turnover	2	1,000,814	979,660
Cost of sales		(249,025)	(251,346)
Gross profit		751,789	728,314
Administrative expenses		(747,305)	(713,471)
Operating profit	3	4,484	14,843
Other interest receivable and similar income		205	215
Profit on ordinary activities before taxation		4,689	15,058
Tax on profit on ordinary activities	6	(1,333)	(3,125)
Profit for the year	12	3,356	11,933
Retained profit brought forward		221,471	209,538
Retained profit carried forward		224,827	221,471

Balance sheet as at 31 December 2012

	Notes	2012 £	2011 £
Fixed assets			
Tangible assets	7	203	3,613
Current assets			
Debtors	8	716,809	840,064
Cash at bank and in hand		159,328	201,442
		876,137	1,041,506
Creditors: amounts falling due within one year	9	(653,959)	(826,271)
Net current assets		222,178	215,235
Total assets less current liabilities		222,381	218,848
Provisions for liabilities	10	2,446	2,623
Net assets		224,827	221,471
Reserves			
Profit and loss account	12	224,827	221,471
Members' funds		224,827	221,471

The directors' statements required by Sections 475(2) and (3) are shown on the following page which forms part of this Balance Sheet.

AIRPORT OPERATORS ASSOCIATION

ANNUAL REPORT 2012

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