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**Corporate Social Responsibility
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Chief Executive Introduction

I am delighted to introduce this report on the Irish Aviation Authority's Corporate Social Responsibility (CSR) activities for 2014 and beyond.



This report demonstrates the IAA's achievements to date and our plans for developing in line with our commitment to adopt responsible, sustainable business practice while having a positive long term impact on our community, stakeholders, staff and industry.

The IAA is committed to acting safely, sustainably and ethically, whilst contributing to economic development and supporting our workforce and the community at large.

We have identified five key pillars for our CSR strategy:

- Marketplace
- Community
- Workplace
- Environment
- Corporate Governance

We place a great emphasis on the wellbeing and development of our 650 staff across the company to ensure that the workplace is a safe, sustainable and supportive environment for everyone. Throughout the last numbers of years we have focused on effective communication and cohesive collaboration with our stakeholders, in an on-going effort to effect change, influence behaviour and raise awareness.

Key Corporate Social Responsibility achievements in 2013 were our involvement in the Gathering Ireland 2013 project, FlightFest and an art competition held for primary school children. During 2014 we supported the Aviation Industry Awards and we continue to support local community initiatives including the Limerick City of Culture 2014 project.

We remain committed to engaging with all of our stakeholders, and we will continue to work intensively to deliver and advance on our CSR policy.

Eamonn Brennan
Chief Executive

Corporate Social Responsibility

Our Way Forward

We believe that Corporate Social Responsibility is important across all areas of our business. In addition to our regulatory and commercial obligations, we remain committed to taking CSR into account in our work with customers in the marketplace, in our work with our community, in ensuring we care for the environment, and in our engagement with staff.

The IAA is committed to acting safely, sustainably and ethically, whilst contributing to economic development and supporting our workforce and the community at large.

In the years ahead the IAA will continue to achieve its committed CSR policy.

Projects are already underway for delivery in 2015 and beyond to meet this objective.

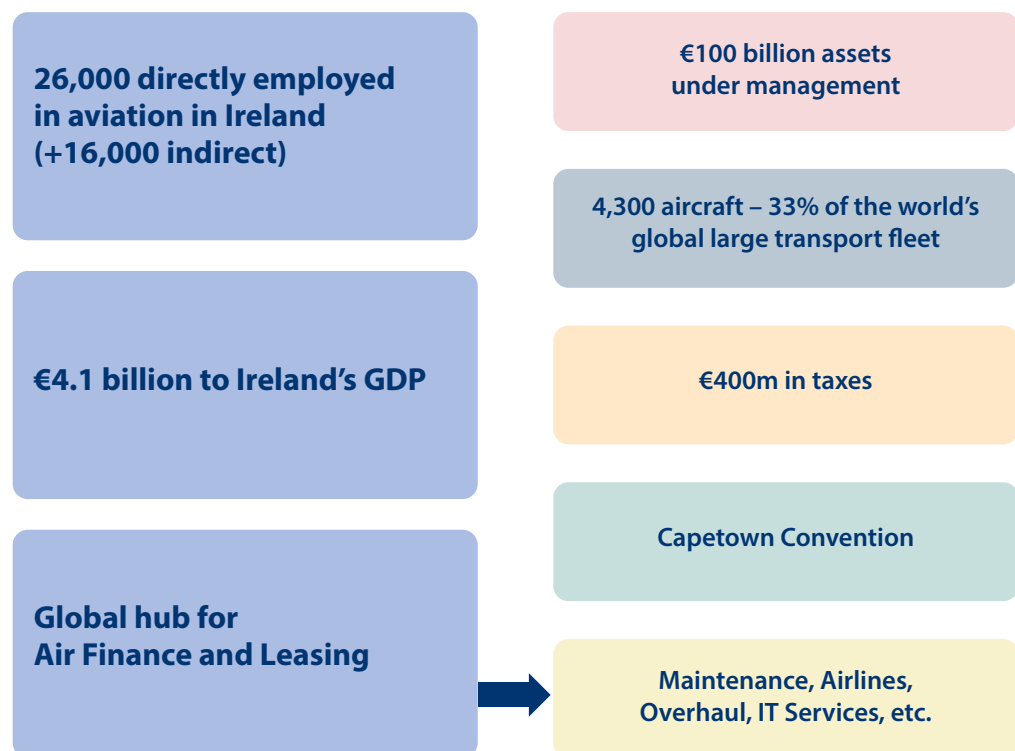




Corporate Social Responsibility and The Irish Aviation Authority

The Value of the Aviation Industry to Ireland

Ireland's aviation sector is a major contributor to our economy. It is essential for our tourism industry, for our trading relationships and for connecting Ireland with the rest of the world. It contributes €4.1bn directly to our GDP comprising €1.9bn directly from aviation, €1.3bn through the supply chain and €0.9bn from associated spending by people employed in aviation. It supports 26,000 jobs directly and a further 16,000 in the supply chain. Ireland's tourism industry, which is hugely dependent on aviation, accounts for a further €5.3bn contribution to GDP and 180,000 jobs.



Our Mission Statement

'The Board and staff of the Irish Aviation Authority are committed to providing efficient and cost-effective safety regulation of the Irish aviation industry and to providing, on a sound commercial basis, safe, efficient and cost-effective air navigation services, which meet the needs of our customers. The Authority aims to be a world leader in its field.'

Key Areas of Responsibility



What We Do

The Irish Aviation Authority (IAA) is a commercial semi state company employing approximately 650 people at five main locations in Ireland. The IAA is responsible for the provision of Air Traffic Management (ATM) in Irish controlled airspace (covering some 451,000 square km), aeronautical communications on the North Atlantic, and the safety regulation and security oversight of the civil aviation industry in Ireland.

The IAA's remit is to always act in the public interest first and foremost, and safety is at the very heart of our business. It is, in essence, our corporate mission and underpins everything we do. The board and the executive management foster a culture throughout the organisation where safety is paramount. Collectively management and staff ensure the Authority is true to its **mission statement** (see previous page).

The IAA receives no State funding; our revenues are generated through charges and fees, which are amongst the lowest in Europe, raised from its regulatory clients and airline customers in respect of its regulatory and operational activities.

Within this environment, the IAA works hard to help promote the continued growth of the Irish civil aviation industry.

Reporting Culture

To ensure safety is continuously enhanced, the IAA facilitates and supports the reporting of operational safety occurrences and incidents by its staff and the wider aviation industry, both mandatory and voluntary (confidential).

Safety Regulation

The IAA ensures that Irish civil aviation operates to safety standards set internationally. Safety is our business and underlines everything we do. The IAA operates to the highest international safety standards set by:

- International Civil Aviation Organisation (ICAO);
- EUROCONTROL;
- The European Civil Aviation Conference (ECAC);
- The European Aviation Safety Agency (EASA) and;
- The European Union (EU).

These organisations guide the IAA in ensuring that Irish civil aviation operates to the most stringent safety standards.



The regulatory and safety oversight functions of the IAA reside in the Safety Regulation Division. The functions of the division include:

- Administering Ireland's international aviation safety obligations and agreements (i.e ICAO, EASA, Eurocontrol and others that may arise).
- Monitoring and enforcing adherence to safety standards within the civil aviation system.
- Promoting safety in the civil aviation system by providing safety information and advice, industry safety performance advice and fostering safety information education programmes.
- Help with the development and growth of the aviation industry in Ireland.
- Maintaining and preserving records and documents relating to activities within the civil aviation system, in particular the Irish register of aircraft.
- Investigating and reviewing accidents and incidents in its capacity as the responsible safety regulator and ensure the resolution of safety concerns.

The scope of the IAA's oversight activities is significant.



Safety Oversight Scope

Flight Operations

- 15 Airline/Commercial Operations
- 8,086 Pilots (Commercial, Airline, Student and Private Pilots)
- 1,400 Aircraft Maintenance Engineers

Airworthiness

- 1,197 Aircraft on Irish Register
- 718 Large Public Transport Aircraft / 433 Small Aircraft (includes; amphibians, balloons, gliders, etc.)
- 8 PART 147 Maintenance Engineer Training Organisations

Aerodromes & Airspace

- 27 Aerodromes Licensed in Ireland
 - > 3 State Airports
 - > 11 Other Public Licensed Aerodromes
 - > 13 Private Licensed Aerodromes

Air Navigation Regulation

- 282 Air Traffic Control Officers
- 73 Radio Officers
- 451,000 sq km Airspace
- ATC Radar and Comms Systems

ICAO Universal Safety Oversight Audit Result:

In 2011, Ireland was ranked amongst the best in the world for civil aviation safety oversight, following an intensive international audit by the International Civil Aviation Organisation (ICAO) conducted during 2010. The safety oversight audit of Ireland was carried out in accordance with the standard auditing procedure defined by ICAO as the "Lack of Effective Implementation" (% LEI). Ireland was placed in the top ten countries worldwide ahead of countries like the United States, Brazil and Australia and ranked third of the twenty-two European states that had completed their audit at that time.

As a further testament to the quality of safety regulation in Ireland, the latest EUROCONTROL Performance Review Body (PRB) Annual Monitoring Report on safety ranked Ireland first out of 29 European states for the measure of Effectiveness of Safety Management (EoSM).

Canada	4.62%
France	5.50%
UK Europe	6.05%
Ireland	7.72%
USA	8.87%
Netherlands Europe	11.65%
Brazil	13.51%
Germany	15.80%
Czech Republic	16.18%
New Zealand	16.41%
Australia	16.62%

Air Traffic Management

The ATM Operations & Strategy Directorate, on behalf of the IAA, provides air traffic management services in airspace controlled by Ireland. Air traffic management includes the provision of operational services, engineering and communications in Irish controlled airspace and the provision of the related air traffic technological infrastructure. The objective of an air traffic controller is to provide a safe, orderly and expeditious flow of air traffic.

Our airspace comprises 451,000 km² and acts as a gateway between Europe and North America. In all, there are just under 300 air traffic controllers employed by the IAA working in Dublin, Shannon and Cork.

The IAA operates one of the most advanced air traffic management systems in Europe and in 2013, Irish air traffic controllers safely handled approximately a half a million flights through Irish airspace at Dublin, Shannon and Cork airports.





Aviation Security Oversight

On the 1st January 2013, the IAA became responsible for the oversight of civil aviation security in Ireland. Security oversight involves inspections and audits of airports, air carriers, cargo companies, airport suppliers and suppliers of in-flight services.

IAA Roles and Key Security Responsibilities

COORDINATING

- Airport supplies including: aircraft parts, hold baggage equipment, LAGs screening, ECAC technology workshop

APPROVING

- Cargo and mail entities
- Security programmes for airports, air carriers and other entities
- Training (instructors and programmes)

MONITORING

- Full programme of audits, inspections and tests

CERTIFYING

- Screeners, access control, instructors

Our CSR Policy

The IAA is committed to acting safely, sustainably and ethically, whilst contributing to economic development and supporting our workforce and the community at large.



Marketplace

We believe that by supporting and facilitating those who work alongside us, such as our airspace users and regulated entities, we can nurture and develop our relationship with our stakeholders. We strive to constantly promote the growth of the aviation industry in Ireland by regular engagement and consultation.

Community

We seek to have a positive impact in the communities that we operate. For the IAA this entails investing through donations and sponsorships in charitable, cultural and arts events in a range of communities throughout the country.

Workplace

Employees are arguably our most important asset. They provide the know-how, customer-services and productivity necessary for our business. Engaged employees are innovative, dedicated and productive. By listening to, developing, rewarding and recruiting the best, we promote the well-being and growth of our workforce, with consequent benefits also for the individuals, their families, and their communities.

Environment

The IAA knows that we have a strong responsibility to respect and protect our airspace and environment; we consistently strive to demonstrate sound airspace and aircraft environmental management and to promote environmental sustainability.

Corporate Governance

At the IAA, our approach to governance is grounded in our mission statement, solid core values and rigorous application of the Code of Practice for the Governance of State Bodies.

What we hope to achieve through CSR

Given the scope of the IAA's role, we hope to achieve the following through our five CSR pillars:

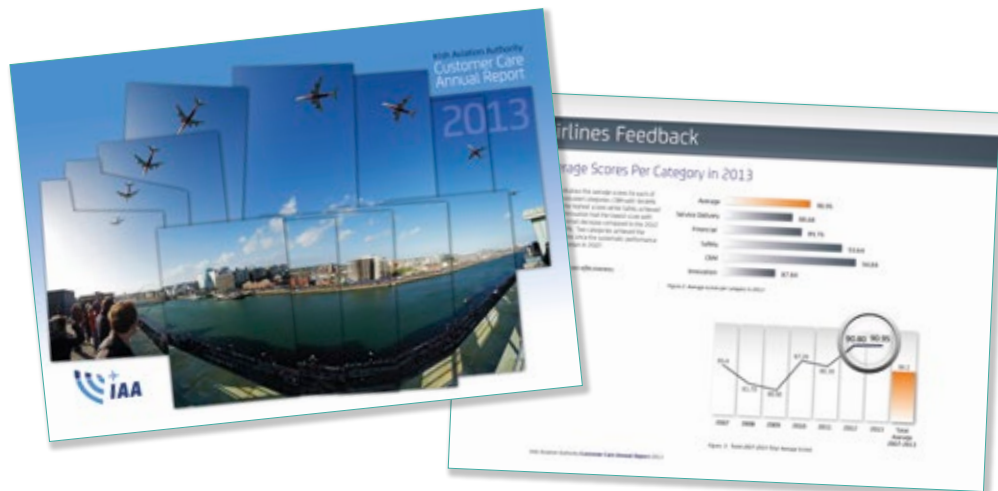
- Enhance the understanding and awareness of aviation and the strategic and economic role it plays to the island of Ireland;
- Development awareness and understanding of the Authority's proactive response to managing aviation airspace emissions and other environmental matters;
- Provide an opportunity to engage with local communities to develop and maintain strong and mutually beneficial relationships with the community;
- Raise awareness of CSR, its value to the business and to society in general.



Corporate Social Responsibility in the Marketplace

As stated previously, Ireland's aviation sector is a major contributor to our economy. Our island status means that we are far more dependent on aviation than many of our continental neighbours and trading partners. The sector contributes just over €4.1 billion to our GDP, creating approximately 40,000 direct and indirect jobs.

The IAA has a huge role to play in helping to ensure that the Irish civil aviation system remains safe and that the industry continues to grow. At the same time, the IAA ensures the access to our airspace and to our airports is delivered in an efficient way through our world leading ATM system and highly skilled workforce.



Stakeholder Engagement

In the context of the IAA's role, stakeholder engagement is a fundamental prerequisite to the IAA both, in terms of airspace customers (commercial airlines), and regulated entities.

By regularly engaging with our stakeholders in a proactive manner, the IAA continues to develop a mutual understanding of our respective roles and requirements and those of the organisations, groups and individuals represented by our stakeholder base.

ATM Customer Relations Management with Air Operators

Focusing on our ATM business, the IAA is committed to customer consultation in our objective of providing, on a sound commercial basis, safe, efficient and cost-effective air navigation services to meet our customers needs. To support this commitment, the Authority has a dedicated Customer Relations Management team which manages our internationally respected “Customer Care Programme”. The programme contains three primary elements:

- Customer engagement - This includes face-to-face meetings with our top 25 customers.
- Online Customer Relations Management System (CRM) system – This is our online annual survey and scorecard, which measures our performance in five key areas.
- ANSP Customer Care Annual Report.

The Annual Report is the culmination of the work of the Customer Care Programme outlined above. The report contains feedback secured from individual customers in relation to five areas assessed through the annual scorecard. It also indicates how the Authority’s performance has changed over time (trend analysis). Finally, the report contains various actions for the IAA which are aimed at rectifying and/or enhancing our current operational performance and our strategic plans.

In the most recent survey, the IAA secured a 91% satisfaction rating regarding the ATM service based on the feedback of twenty of our main airline customers.

Airline Customer Engagement



The Promotion of Safety

The Safety Regulatory Division works hard to promote information which will enhance the safety of the Irish civil aviation industry. This is achieved in a variety of ways including:

- Implementation of the **State Safety Programme** - The primary purpose of the Irish State Safety Programme is to ensure the continuous improvement of safety standards in Ireland. This is achieved by focusing our resources in the areas that present the greatest risk to aviation safety and implementing actions that will best mitigate these risks.
- Publication of the **State Safety Plan (SSP)** - The purpose of the SSP is to outline to all stakeholders where the IAA Safety Regulation Division will target resources in the next four years in order to fulfil the State Safety Programme objective of reducing accidents and incidents.
- Publication of an **Annual State Safety Performance Review** - This document contains key statistical information about the safety performance of the Irish civil aviation industry.
- Analysis and publication of **Key Safety Indicators**.



Engagement with the General & Sports Aviation Industry

In order to provide a better mechanism for reaching out to the General Aviation (GA) community the IAA worked with a number of GA societies and clubs to establish the General Aviation Safety Council of Ireland (GASCI) which was formulated in 2012. The Council consists of dedicated people representing a wide range of GA activities, as well as the IAA and the Air Accident Investigation Unit of Ireland.

The primary objective of GASCI is to promote the safety of General Aviation in Ireland. To achieve this, GASCI seeks to identify flight safety risks and minimise them through education, training and shared experience amongst the GA community. GASCI holds regular safety events for the GA community and develops safety leaflets and brochures which it disseminates throughout the community and publishes on the GASCI website and Facebook. The IAA State Safety Plan for Ireland has a section dedicated to General Aviation. The Plan targets specific risks for General Aviation identified from the safety analysis of accidents and incidents in Ireland and abroad. Many of the risk mitigating actions in the plan relating to safety promotion are implemented in conjunction with GASCI.





Promoting Growth and Recognition of the Irish Aviation Industry



The IAA sponsored the inaugural Aviation Industry Awards, which took place on 10th June 2014 in Dublin. The Awards were devised to recognise excellence in the Irish aviation sector which makes a significant contribution to the country's economy. These Awards were a tremendous opportunity to celebrate the achievements of those working to ensure a safe and efficient industry and to create jobs.

Eighteen winners were chosen from more than 120 entries submitted by over 70 leading companies and the awards evening brought together over 550 guests, including many key figures from across Ireland's aviation industry, to recognise their innovation and contribution to the sector.

Procurement Policies

The IAA strives to ensure that the procurement of all goods and services provide the best value for money. The IAA is also compliant with S.I. No. 580/2012 - European Communities (Late Payment in Commercial Transactions) Regulations 2012, ensuring all suppliers are paid on time



Corporate Social Responsibility in the Community

Community involvement is a method of stakeholder engagement and the IAA is aware that an active interest in the community can generate community support, goodwill and loyalty. We want to help and support those in need of it.

FlightFest

In late 2012, all agencies of the State were invited by the Government to consider what they could do in order to support The Gathering Ireland 2013. The IAA took this request to heart and, with the primary objective of promoting the Irish aviation industry, the IAA commenced a plan to deliver some form of large, free, aviation related public event.

Under the leadership of the IAA, this work culminated in the successful delivery of 'FlightFest: The Irish Aviation Gathering', a truly spectacular, once-in-a-lifetime international fly-past centred on the River Liffey, which took place in Dublin on Sunday, 15th September 2013. This was a truly historic event involving more than 35 aircraft flying at low level following the path of the Liffey right through the centre of Dublin. People from Dublin, all over Ireland and abroad, lined the banks of the Liffey between Dublin Port and the Customs House to experience this unique event.

The IAA encourages growth in the air transport sector and therefore, the IAA's **primary objectives** for FlightFest were to:

- » Celebrate Ireland's contribution to the global aviation industry.
- » Deliver a free world class, family orientated event in support of The Gathering Ireland 2013.
- » Positively promote the IAA brand with the public.
- » Deliver an event attracting spectators in the region of 80,000.
- » Involve all actors from the aviation industry through direct participation or financial support.
- » Raise awareness of aviation with young children.
- » Ensure a charitable contribution.

FlightFest exceeded these objectives by a long way.

FlightFest was a highly successful event which brought the Irish aviation industry together for one day. It has left a wonderful lasting memory for thousands of spectators both young and old.

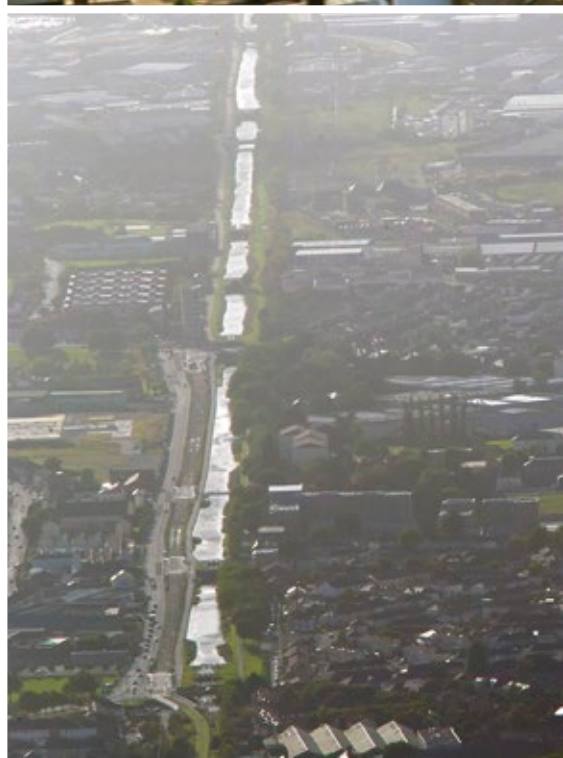
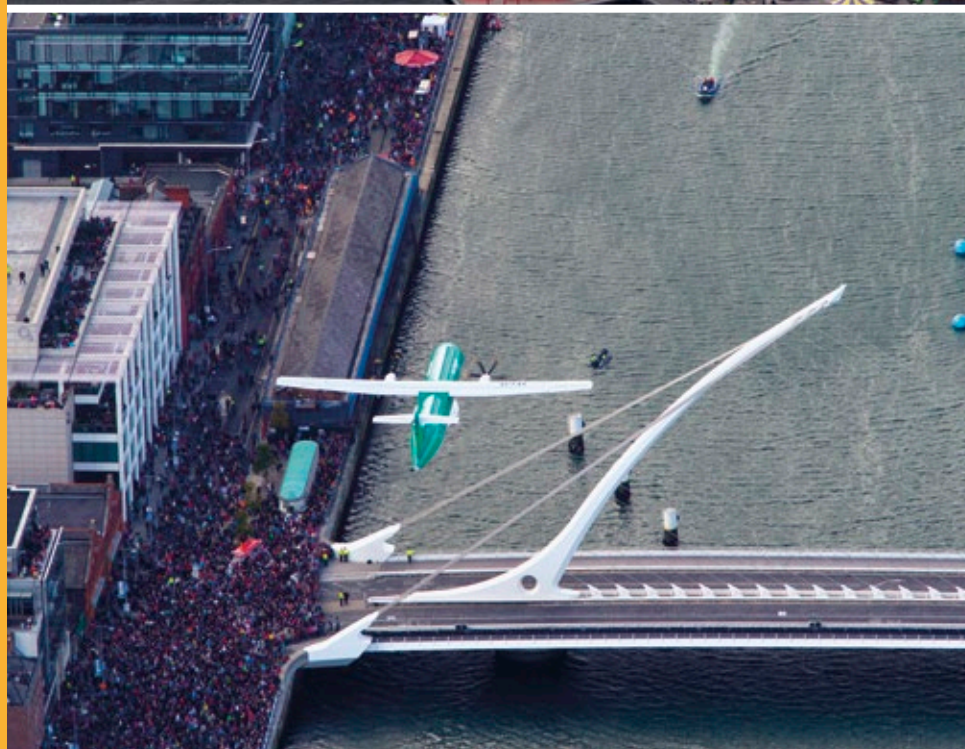
The ultimate measurement was the success of the event itself and the unilaterally positive feedback from all sources. One of the key questions consistently asked in media in subsequent days was – ‘Will there be another FlightFest next year?’

FlightFest Art Competition

As part of the FlightFest Celebrations an art competition was held for primary schools in the Dublin area. There were six award categories and over 55 schools entered with over 200 drawings judged. The category winners each received a specially commissioned trophy, presented to them at an awards ceremony by the Lord Mayor of Dublin, as well as a VIP lunch to enjoy while watching FlightFest. The winning pictures were also displayed in the Hugh Lane Gallery for all to enjoy.

Success of FlightFest:

- » 130,000 spectators in the official event area, with an estimated additional 20,000 outside the official event area.
- » 100,000 viewed online so-far (40,000 viewed live online on the day).
- » Generated an €11m economic contribution to the city centre on the day.
- » FlightFest was a completely free public event and the largest event of The Gathering Ireland 2013.
- » There was substantial print, TV, online and radio coverage in the run-up to the event, on the day itself and on Monday 16th September.
- » Over 35 aircraft representing every decade from the 1930's to modern day operated in the sustained flypast, which lasted for over 3 hours, with aircraft operating at an altitude of 800 feet in the main event area.
- » Participant airlines included: Aer Lingus, Aer Arann, Air Contractors, British Airways, CityJet, CHC (Irish Coast Guard), Etihad, Flybe, Irish Air Corps, Ryanair, DHL and Transaero, as well as a significant number of vintage aircraft.
- » There was no impact on ATC Operations at Dublin, which is only 4 nautical miles distance from the main display line.
- » Despite the large crowds, there were no public order offences reported by An Garda Síochána.
- » Aircraft operated from Dublin, Weston, Baldonnel, Manchester, East Midlands and Heathrow.
- » FlightFest successfully utilised a dedicated webpage, Facebook page and Twitter account to actively promote the event.
- » IAA successfully ran the Schools FlightFest Art Competition in 500 schools in Leinster.
- » FlightFest associated itself with two charities; Temple Street Children's Hospital and ORBIS Ireland (the flying eye hospital). Funds were raised by both charities on the day itself (bucket collectors) and a post-event donation from FlightFest.





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THALES

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The two chairties that were supported through FlightFest were:

Orbis Ireland

In too many countries children who are blind or visually impaired struggle in school, are unable to join the workforce and are unable to reach their full potential. More often than not these children are seen as a burden on their families and society in general. Up to half of children in developing countries who become blind will die within two years.

Orbis, an international not-for-profit organisation, is working to change this by focusing on teaching and training. Orbis is dedicated to the treatment and prevention of blindness in the developing world. This has been achieved through the teaching of sight-saving skills to eye care professionals aboard the Orbis Flying Eye Hospital and in local hospitals. In turn, these professionals have passed on their expertise to tens of thousands more.

Orbis also works with local communities, government and hospitals to improve health care facilities and foster awareness of eye health.

Working alongside communities and professionals, Orbis provides the tools, training and technology for local eye doctors and health care workers to develop solutions to tackle avoidable blindness. By strengthening eye care institutions, Orbis helps its partners to provide long-term, quality eye care services that are affordable, accessible and sustainable. Through Orbis' work in preventing and treating blindness, increasing numbers of children will be able to fulfill their potential and contribute to their communities.



Maurice Cox, Chairman of Orbis Ireland:

“Orbis has a strong link to the aviation industry through our Flying Eye Hospital – a hospital with wings that travels to developing countries to educate local doctors and nurses on basic eye care. The support from FlightFest simply cements this relationship, raising both awareness and funds for our sight saving work across the world. We are hugely grateful to the organisers of FlightFest for selecting Orbis as one of their chosen charities; it is an honour to have been affiliated with such an event”.



Temple Street Children's Hospital

Temple Street Children's University Hospital is the first port of call for tens of thousands of children every year suffering from every kind of illness and injury imaginable. Annually, over 130,000 sick children are cared for in the hospital with approximately 50,000 children attending our Accident and Emergency Department, making it one of the busiest A&E's in Europe.

Denise Fitzgerald, Fundraising CEO, Temple Street Children's Hospital, thanking the IAA for our contribution:

"Everyone in Temple Street was thrilled to benefit from such a monumental event. FlightFest really pushed the boundaries which is what we try to do every day to ensure our little ones get the best care possible. I would like to personally thank everyone in IAA for their support and very generous donation. We have allocated the funds to our Vital Equipment Fund which ensures we always have enough money to replace vital pieces of lifesaving equipment when needed. In critical situations, where every second counts, this equipment literally saves lives. Thank you again for choosing Temple Street. The benefit of your donation will leave a lasting legacy in the hospital for years to come."

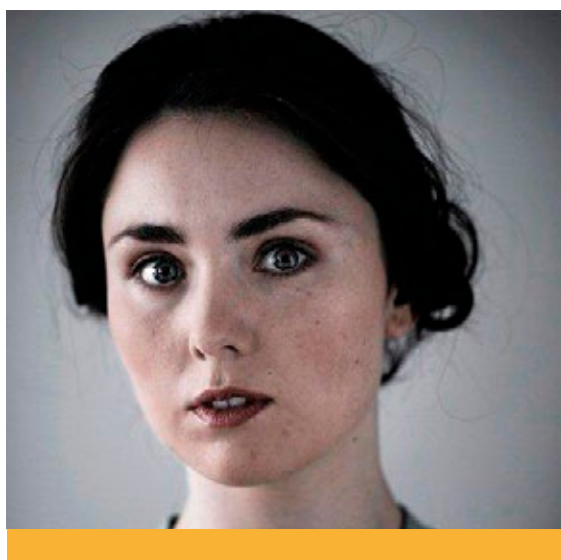


Limerick City of Culture

The IAA is delighted to be a supporting partner of Limerick City of Culture 2014. This year-long programme of artistic and cultural celebrations aims to unlock and reveal Limerick's cultural potential, by turning the city into a national stage showcasing exciting cultural acts, arts and events from the local community in Limerick and including international acts which will make their stage debut in Ireland for the first time.

The IAA is committed to business and community initiatives and we were especially delighted to support the Limerick City of Culture and the production of John B. Keane's classic, 'Sive'.

The Shannon region is a powerhouse of aviation and our sponsorship recognises the valuable contribution that the area provides to the industry.



Annual Christmas Choir

Each year, during the Christmas season, a number of staff volunteers organise and host an annual Christmas Carol fundraising event. This event provides a focus for fundraising for a number of local charities including Goal Philippines, Simon Community and Focus Ireland. Preparing for the choral event with friends and colleagues is good for the body and the mind and promotes a sense of team work within the IAA.

Educational Support

The IAA is hugely aware of the importance in having an educated workforce to help Ireland back on the road to economic recovery and to align this with our values we offered two paid internships to third level students in 2014 (Dublin City University and Trinity College). The IAA also supports a number of Transition Year Programmes allowing students to complete their work experience modules in the Irish Aviation Authority.

Support for Air Shows

Foynes

The IAA was proud to sponsor Foynes Air Show in July 2014. For the first time in 69 years, Foynes was back in action as a real airport, with the old air-traffic control tower helping to direct the seemingly impossible movements of the aerobatic pilots. It marked the biggest day for the picturesque port village in decades as an estimated 20,000, including Taoiseach Enda Kenny and Ministers Michael Noonan, Jimmy Deenihan and Leo Varadkar, arrived for the festivities.

The Foynes Flying Boat Museum staff were the organisers behind it all, bringing in 34 light aircraft for the big show as well as all other attractions. It was absolutely magical according to Director of the Flying Boat Museum, Margaret O'Shaughnessy. She said:

"We estimate in fact that up to 20,000 people were present, with locals out watching the display from as far as Kildysart across the estuary in Clare up to Aughinish. It was incredible and the place never looked more gorgeous with the river and the island radiant in the good weather. The weekend was held to commemorate the first landing of a transatlantic passenger craft – the Yankee Clipper – on the estuary at Foynes in 1939 at what was the outset of a golden era for the community as it became a major operator in the fledgling transatlantic aviation industry of the time. Movie stars, leading businessmen and all manner of luminaries flew into Foynes between 1939 and 1945 in a glamorous period still fondly remembered there today."

Bray Air Display

Another great air show supported by the IAA in 2014 was the Bray Air Display. An estimated 88,000 spectators turned out to see Ireland's biggest air show with thousands more watching the display on-line.

The Bray Air Display for Bray Summerfest is quickly becoming one of the best attended one day air shows in Europe, according to the Display Director, Captain Sé Pardy. The three hour display was opened by Aer Lingus, quickly followed by the Black Knights Defence Forces Parachute Team, before the 'Irish Historical Flight' with the Chipmunks, flying in 1950s Irish Air Corps colours. The five member Raven aerobatic team made their Bray debut, performing close formations along the seafront. Another crowd favourite were the Vampire jet fighters, which were flown by the Norwegian Air Force in the 1950s.

The IAA is delighted to be associated with both shows and is very excited about bringing attention to the aviation industry in Ireland through great events such as these.









Corporate Social Responsibility in the Workplace

The IAA promotes a high performance work environment for all our staff. Furthermore, the Authority has a responsibility to provide a workplace that will encourage and motivate its highly talented workforce and help them to achieve their potential and enable the IAA to carry out its role to the highest level. We are at the forefront of providing a wide range of innovative CSR initiatives for employees including the Employee Assistance Programme, flexible working arrangements, promotion of diversity and respect in the workplace, and the inclusion of a staff nominated staff representative to the Board.



Work – Life Balance

We are committed to helping our staff balance their work lives with their personal and family lives through our HR policies. These policies, which include Flexi Time, help employees to reconcile their work with their lives outside of the workplace.

Training and Development

The IAA places a significant emphasis on promoting career and personal development. We understand that the development and maintenance of a high performance organisation is key to the continued success of our company.

Our competency framework outlines the IAA's vision, mission and values, plus the skills and behaviours we look for when recruiting new staff and in current staff, management and executive team.

We have recently introduced a new Managing Performance and Development Scheme which enables staff to identify training and development needs within the context of the IAA's competency framework and therefore help them to acquire the training needed to progress in their careers.

Equality and Diversity

As specified in our job advertisements and outlined in our policies the IAA is an equal opportunities employer. Almost a third of our workforce is female and we have had a woman chairman for the last number of years.

The Irish Aviation Authority is totally committed to equality and fairness in the workplace and fully supports the right to dignity and respect for all its employees. A document entitled 'Respect and Dignity in the Workplace' outlines the IAA's policy on the prevention of bullying and harassment and is available to all staff via the internal website and our HR Department. This policy exists to promote and protect diversity in our work environment. We also run a programme called the DCP (Designated Contact Person) scheme whereby any member of staff may have an informal chat with a specially trained employee if they feel they are experiencing difficult issues in the workplace.



Health and Safety

It is the intention of the IAA to ensure the safety, health and welfare of all employees through the provision and maintenance of a safe place of work, safe plant and equipment, safe systems of work, and the training of people so far as is reasonably practicable, at all times.

The IAA also aims to ensure the safety and health of other persons who come in contact with the work activities of the IAA. The IAA is fully compliant with the Health and Safety Act 2002 & Associated Regulations 2007.

We have a Health and Safety Officer who considers various risks associated with our activities, to staff and others who may be affected by these activities, and those to the environment, and to place these risks in the context of any relevant legal or other requirements, thereby ensuring that preventative and control measures are adequate and meet best practice needs.

The IAA also offers a number of health related initiatives to staff, including the flu vaccination, eyesight examinations and ergonomic assessments.

Partnering with Green Ribbon Week

In May 2014, See Change rolled out the second annual Green Ribbon campaign to get Ireland talking about mental health. 300,000 green ribbons were distributed nationwide and free of charge in conjunction with 505 grassroots events and initiative.

This social movement to encourage a national conversation about mental health was led by 90 See Change partner organisations, various workplaces and community groups, hundreds of supporters and volunteers and an unprecedented 50 campaign ambassadors with real-life experience of mental health problems ready to share their own stories to help others and end stigma. The IAA was included in the conversation as one of the partner organisations. All staff were circulated with a green ribbon and encouraged to start a conversation with colleagues about mental health. A competitive five a side soccer tournament also provided a focal point for supporting the initiative.





New and Expectant Mothers Guidance and Risk Assessment Policy

A guidance document provides information for both individuals and managers to assist in ensuring the health and safety of new and expectant mothers. All expectant mothers are required to read a guidance document in advance of a 'New & Expectant Mothers Risk Assessment' being conducted.

We have an obligation to assess any risks to health and safety in the workplace and possible adverse effects on pregnant or breastfeeding staff and their children, including the unborn, and to take appropriate action. This may include offering a temporary variation in duties, working hours or working conditions. Some hazards have the potential to increase the risk to new and expectant mothers and therefore once a woman informs her manager that she is pregnant, the relevant work activities must be re-assessed and modification or alterations made when and where appropriate.

Employee Assistance Programme (EAP)

The purpose of the Employee Assistance Programme (EAP) is to provide employees with easy access to confidential counselling and information services to assist in coping with personal, work, financial or legal issues. Through the EAP, counselling and information services are available from a range of professional counsellors, psychotherapists and information specialists. The IAA has contracted an external provider, to deliver the EAP and the following services can be accessed: (a) specialist information (b) face to face counselling and (c) telephone counselling.



Critical Incident Stress Management (CISM) System

In line with best practice in Air Navigation organisations, the IAA has now established a Critical Incident Stress Management (CISM) system specifically for operational staff who may experience distress as a result of a critical incident.

The system is staffed by a group of specially selected and trained peer supporters with backup provided by mental health professionals. The peer supporters are volunteers who are themselves operational staff.

Children's Summer and Christmas Parties

Every summer and Christmas the IAA sponsors dedicated children's parties for the children of serving and retired staff. These events provide an opportunity for the IAA to support a family focused event which sustains and fosters cross functional work team relationships. These family days out also provide an opportunity to further enhance communications between management and staff. Staff involved in the organisation and hosting of the event volunteer their time and energies for no additional reward.







Corporate Social Responsibility and the Environment

Aviation is responsible for about 3.5% of all gas/particle emissions. Work by aircraft manufacturers is continuing to focus on having modern fuel efficient aircraft, minimising fuel burn by proactive air traffic management and scheduling traffic in a manner to reduce holding and delays. The industry must act in an environmentally friendly manner.

Air traffic management has a vital part to play, not just in delivering a safe and cost efficient air navigation services but also in minimising the adverse effects of civil aviation, notably aircraft noise and engine emissions.

The IAA is committed to maintaining environmental standards which comply with the requirements of:

- International Civil Aviation Organisation
- Eurocontrol
- The European Union
- European Safety Agency (EASA)
- Civil Air Navigation Services Organisation (CANSO)

We are committed to:

- » Being a leader in Environmental Management.
- » Ensuring that the delivery of Air Navigation Systems considers the impact of aviation on the environment in the planning, designing and revision of airspace and air traffic procedures.
- » Ensuring that the Safety Regulation Division within the IAA promotes best environmental standards while ensuring that aviation safety is not compromised and that all Irish registered aircraft are compliant with the applicable environmental certification requirements.
- » Considering environmental impact on strategic decision making process, assess and manage environmental risks and establish environmental targets and priorities.
- » Seeking to reduce the IAA's direct environment footprint and minimise future adverse environmental impact.
- » Using energy and water in an efficient manner, minimising waste and recycling materials where possible.
- » Ensuring that all goods and services supplied by external contractors meet the environmental requirements of the IAA.
- » Minimising the use of solvents, lead based paints, non-biodegradable chemicals, CFCs, ozone-depleting substances and materials from unsustainable sources.

We are currently working on an Energy Management Policy and Plan that will ensure we reach the 2020 target of reducing our CO₂ emissions by 33% (The IAA has an obligation under the SEAI Public Sector Programme to demonstrate that it is implementing energy saving initiatives with the aim of achieving the required government target for all Public Sector businesses to reduce their energy consumption by 33% by 2020).

To meet this end the IAA have introduced a number of Green Initiatives in recent times.

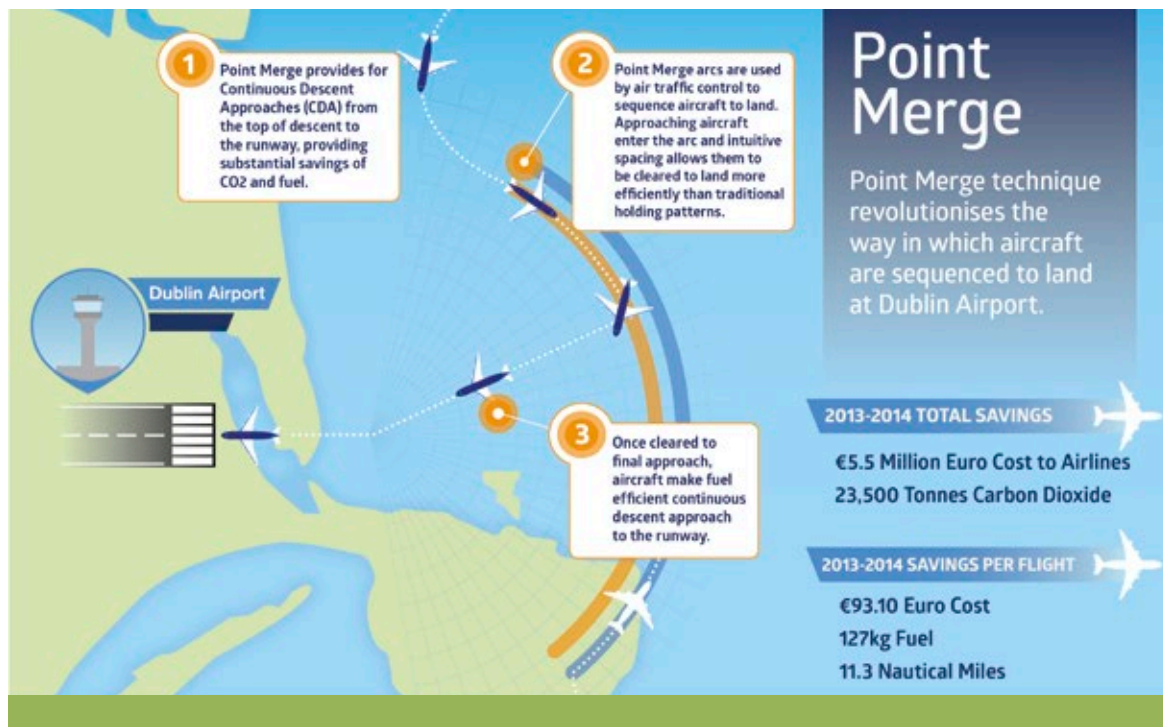
Energy saving at our facilities

Our head office building, The Times Building, uses an intelligent lighting system and centralised printing. The Cork Control Tower also has intelligent lighting control. This helps reduce our energy demands and cut down on harmful emissions.

Single European Sky Package II

Single European Sky is a package of legislation which is aimed at enhancing safety, reducing costs, increasing airspace capacity and improving the environment. Environmental issues at the core of the Single European Sky and improved air traffic management should realise its potential to reduce greenhouse gas emissions from aviation. Prospective improvements are up to 10% per flight, which amounts to 16 million tons of CO₂ savings per year and a reduction of annual costs by €2.4 billion.

The IAA is making a significant contribution to SES II through the following initiatives, all of which are improving the environmental performance of the aviation industry:



Continuous Descent Approaches (Point Merge)

This is a method by which aircraft approach airports prior to landing. It is designed to reduce fuel consumption and noise compared with a conventional approach and involves maintaining a constant three degree descent angle during landing, until meeting the Instrument Landing System (ILS). Basically, instead of approaching an airport in a stair-step fashion, throttling down and requesting permission to descend to each new (lower) altitude, CDA allows for a smooth, constant-angle descent to landing.

This reduces noise pollution and saves fuel. Continuous Descent Approach (CDA) starts ideally from Top of Descent, i.e. at cruise altitude, and allows the aircraft flying its individual optimal vertical profile down to runway threshold. Some airports apply constraints to this individual optimal profile such as imposing a constant descent angle (e.g. 3 degrees) or starting the CDA only after having left the holding pattern (e.g.

London, at about 7,000 feet) due to Air Traffic Management constraints.

Implemented in December 2012, Dublin Point Merge streamlines the way in which aircraft are sequenced to land at Dublin Airport and uses new techniques to assist airlines to fly in CDAs to the main runway. It has almost eradicated the need to put aircraft into traditional, circular holding patterns at Dublin and greatly reduces aircraft fuel burn and CO₂ emissions.

This is more environmentally-friendly and, depending on the aircraft size, these CDAs permit the aircraft to reduce their fuel burn by up 250kg of fuel (approximately €170.00 at aviation fuel prices) and 750kg of CO₂ per arrival.

The Point Merge project won the Innovation in Action Award category at the Irish Logistics and Transport Awards 2013. It was described as “a transport initiative that has demonstrated true innovation and a distinct new method to meet a challenging issue”.

En-Route Shannon Upper Airspace Re-Design

Airlines use less fuel, passengers spend fewer hours in the air and the environment has benefited from reduced CO₂ emissions following the introduction, in December 2009, of a new system to streamline air traffic management. Developed by the Irish Aviation Authority with other international air traffic agencies, the ENSURE project removes the myriad of outdated air routes and allows airlines to plan their flights to route directly through Irish airspace.

Precision-RNAV

P-RNAV offers the ability to use RNAV functionality in all phases of flight except final approach and missed approach. It is used to define routes in terminal airspace which meet the needs of the aircraft operators and the air navigation services provider. This often means shorter, more direct routes with simple connections to the en-route structure. With environmental issues now playing a major role, routes can be designed to make best advantage of the airspace available and, where possible, by-pass densely populated areas, thus reducing noise pollution and CO₂ emissions.

The Environment and our Staff

We encourage our staff to use public transport by offering Tax Saver Tickets and participating in the Cycle to Work Scheme with over 75 employees now cycling to work on a daily basis. We also encourage recycling of waste paper and ink cartridges with green bins and drop off points located throughout our facilities.









Corporate Social Responsibility and Corporate Governance

Corporate governance is the set of processes, customs, policies, laws and institutions affecting the way a company is directed, administered or controlled. Principal stakeholders are the shareholders, management and the board of directors. Other stakeholders include employees, suppliers, customers, banks and other lenders, regulators, and the community at large.

The IAA is a wholly-owned state company operating under the Companies Acts (1963 to 2005), the Irish Aviation Authority Act (1993) and the Air Navigation and Transport Acts (1936 to 1998). The Minister for Public Expenditure and Reform is the main shareholder in the company, holding all but one share in the company, the remaining share is held by the Minister for Transport, Tourism and Sport.

The IAA Board operates to best practice corporate governance principles and in line with the guidelines set out in the Code of Practice for the Governance of State bodies as issued by the Department of Finance.

The Board is responsible for setting the broad strategy and policies of the organisation and for overseeing its operation. It performs these functions directly and through the operation of focused Board Committees. Responsibility for the implementation of strategy and policy rests with executive management.

In accordance with the “Code of Practice for the Governance of State Bodies”, the IAA fully complies with Government guidelines on the payment of fees to Board Members.

The Board schedules regular meetings and also meets on other occasions if necessitated, with contact between meetings as required in order to progress the IAA's business.

The roles of Chairman and Chief Executive are separate, set out in writing and approved by the Board. The Board has also delegated the management of the company to the Executive Management Group , through the direction of the Chief Executive.

All Directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that Board procedures are followed and that applicable rules and regulations are complied with.

The Board recognises the need for Directors to be aware of their legal responsibilities as Directors and it ensures that they are kept up to date on the latest corporate governance guidance, company law developments and best practice.

THE IAA COMPLIES WITH THE FOLLOWING POLICIES AND LEGISLATION:

- Code of Practice for the Governance of State Bodies
- Ethics in Public Office Act, 1995
- Standards in Public Office Act, 2001.
- Conduct Disclosure of Interests



Corporate Social Responsibility Our Way Forward

We believe that Corporate Social Responsibility is important across all areas of our business. In addition to our regulatory and commercial obligations, we remain committed to taking CSR into account in our work with customers in the marketplace, in our work with our community, in ensuring we care for the environment, and in our engagement with staff.

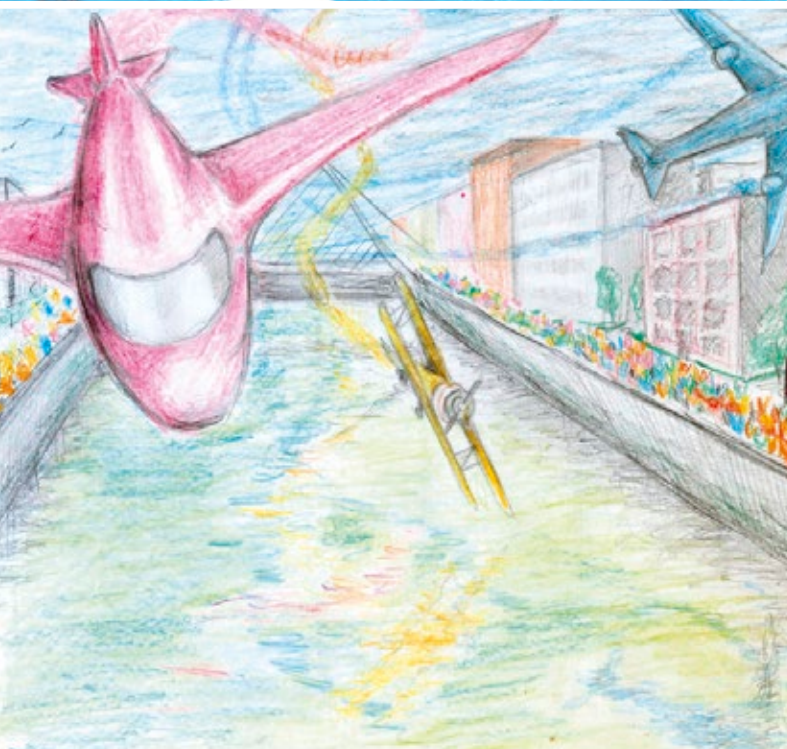


In the years ahead the IAA will continue to achieve its committed CSR policy.

The IAA is committed to acting safely, sustainably and ethically, whilst contributing to economic development and supporting our workforce and the community at large.

Projects are already underway for delivery in 2015 and beyond to meet this objective.

FlightFest Art Competition Entries





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