

# ASIA-PACIFIC AIRPORTS

THE OFFICIAL MAGAZINE OF ACI ASIA-PACIFIC



## STRONG END TO A DIFFICULT YEAR

Issue 4, 2022

- Airport profile: Singapore Changi
- Big plans: Airport projects in Saudi Arabia
- Plus: Abu Dhabi Airports' new brand, ESG & WBP news



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## ASIA-PACIFIC AIRPORTS

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ACI Asia-Pacific is proud to be the voice of airport operators in two of the fastest-growing regions of the world, Asia-Pacific and the Middle East.

Our team of professionals work tirelessly to serve and lead airports in the region with a vision to shape the future of the aviation industry.

Based in Hong Kong SAR, ACI Asia-Pacific is one of five regions of the only global airport trade organisation, Airports Council International (ACI) World.

### ACI Asia-Pacific key facts:



**127**  
AIRPORT MEMBERS



**5**  
AFFILIATE AIRPORT MEMBERS



**618**  
OPERATED AIRPORTS



**9**  
ASSOCIATE MEMBERS



**46**  
COUNTRIES/ AREAS



**98**  
WORLD BUSINESS PARTNERS

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**55.6**  
MILLION TONNES CARGO



**1.6**  
BILLION PASSENGERS

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**60**  
in North  
America

**220**  
in Europe

**66**  
in Asia-Pacific

**57**  
in Latin America  
& Caribbean

**25**  
in Africa

Welcoming  
**4.5 billion**  
passengers  
per year\*

in **84**  
countries  
across  
the world

or **49.5%**  
of global air  
passenger  
traffic\*



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\* Passenger traffic data refers to 2019



## VIEW FROM THE TOP

ACI Asia-Pacific director regional, Stefano Baronci, reflects on a busy and successful end to 2022.

**A** decade of negotiations has finally concluded with ICAO member states committing to support net-zero carbon emissions by 2050 as the long-term aspirational goal (LTAG). This is a landmark decision to make our industry more sustainable, and the commitment from the governments makes it all the more encouraging for us in our pursuit to achieve net zero goals.

There have been significant efforts to reduce the carbon footprint at airports, but the emissions levels will still increase due to a lack of clear solutions to decarbonise the industry and surging demand for air travel.

The coming years will also be more challenging as traffic across Asia-Pacific and the Middle East is expected to grow six-fold and three-fold, respectively, by 2050. This could result in carbon emission levels increasing by up to 70% from the 2010 emission baseline, making it even more difficult for our industry to mitigate the emissions.

### POLICY PAPER ON DECARBONISATION

To accelerate sustainable growth within the industry, ACI Asia-Pacific has developed a policy paper on decarbonisation to help airports achieve their emission goals. The paper also outlines what airports can do and how ACI Asia-Pacific can help them achieve their net zero goals. In addition to seeking support from governments, the paper also focuses on investment in brownfield and greenfield airports with a focus on decarbonisation.

ACI Asia-Pacific has been actively promoting Airport Carbon Accreditation (ACA), the only institutionally-endorsed, global carbon management certification programme for airports.

Launched in 2009 by ACI EUROPE, today more than 420 airports worldwide are accredited under the programme. These airports account for about 50% of global traffic. The total includes 66 airports in Asia-Pacific and the Middle East, which between them handle more

than 40% of the region's passenger traffic. This is a globally acclaimed programme for airports to align their carbon goals.

Equally as encouraging is the fact that airports in the region are already working towards exploring potential pathways towards net zero. As of November of 2022, 23 of our airports had already committed to achieving Net Zero Carbon by 2050. While ten airports across Australia (6), India (2) and New Zealand (2) have committed to reaching the goal by 2030.

### KEY ENABLERS

Implementing energy-efficient measures in airports, including switching fuel for on-site thermal and sustainable electrical applications, will be fundamental to reducing emissions.

In this regard, some options for airports to consider include renewable electricity sourced from the national grid or through power purchase agreements; on-site-generation of energy; and the use of zero carbon emission vehicles.

Others are the deployment of negative emissions technologies such as bio-energy carbon capture storage; gas separation technology for carbon capture storage; and direct air capture devices.

### GOVERNMENT SUPPORT IS ESSENTIAL

Without the engagement and support of governments, many of these investments will not be possible. It is therefore vital that governments support our industry with policies that focus on decarbonisation. The future of our industry depends on decarbonised, affordable and sustainable measures.

### GREEN AIRPORT RECOGNITION

Complementing ACA, ACI Asia-Pacific launched the Green Airport Recognition programme to promote environmental best practices and share best practices among airports along the decarbonisation journey.

Applications are open for GAR 2023, with the theme being Elimination of Single-Use Plastic. We look forward to receiving submissions from our member airports across the region to showcase their revolutionary initiatives and projects on carbon management.

### POSITIVE OUTCOME AT ICAO MIDDLE EAST CONFERENCE

Following the global agreement on achieving net zero carbon emissions in aviation by 2050, ACI Asia-Pacific presented a policy paper on decarbonisation at the 6th ICAO Conference for Director General of Civil Aviation for the Middle East in Abu Dhabi, calling for enhanced government support for airports to achieve net zero goals.

We are pleased that the conference acknowledged our suggestions and urged airport operators in the Middle East to implement the ACI Airport Carbon Accreditation programme (ACA) and adopt the Airport Carbon and Emissions Reporting Tool (ACERT) in their decarbonisation strategy.

### MAKING AN IMPACT

Our participation at the conference has been very positive as ICAO accepted ACI Asia-Pacific's suggestions in principle and objectives for the drafting of the MID-Air Transport Strategic Plan 2025-2040, and nominated ACI Asia-Pacific as the co-rapporteur of the working group tasked to draft the plan.

The plan will define the strategic objectives for the air transport industry of the Middle East in the areas of safety, security, facilitation, environmental protection and air connectivity.

### NEW MEMBERS ELECTED

ACI Asia-Pacific welcomed three new members to the Regional Board at our 34th Board Meeting in Muscat, hosted by Oman Airports.

The new additions are Muhammad Awaluddin from Indonesia (president director of PT Angkasa Pura I); Chang Yi Wang from China (chairman of Capital Airports Holding Limited and chairman of Beijing Capital International Airport Co Ltd) and Lorie Argus, the CEO of Australia Pacific Airports Corporation (APAC), which manages and operates Melbourne and Launceston airports.

### A POSITIVE YEAR

Despite the challenges faced in 2022, it was a positive year for our region. While COVID-19 cases surged early in 2022 leading to a fresh round of curbs, countries began to reopen their borders by mid-2022, enabling our industry to gradually recover.

As the year draws to a close, we are deeply appreciative of our members' continued support and commitment. Despite the challenging times brought on by the pandemic, our engagement and advocacy efforts have remained firm.

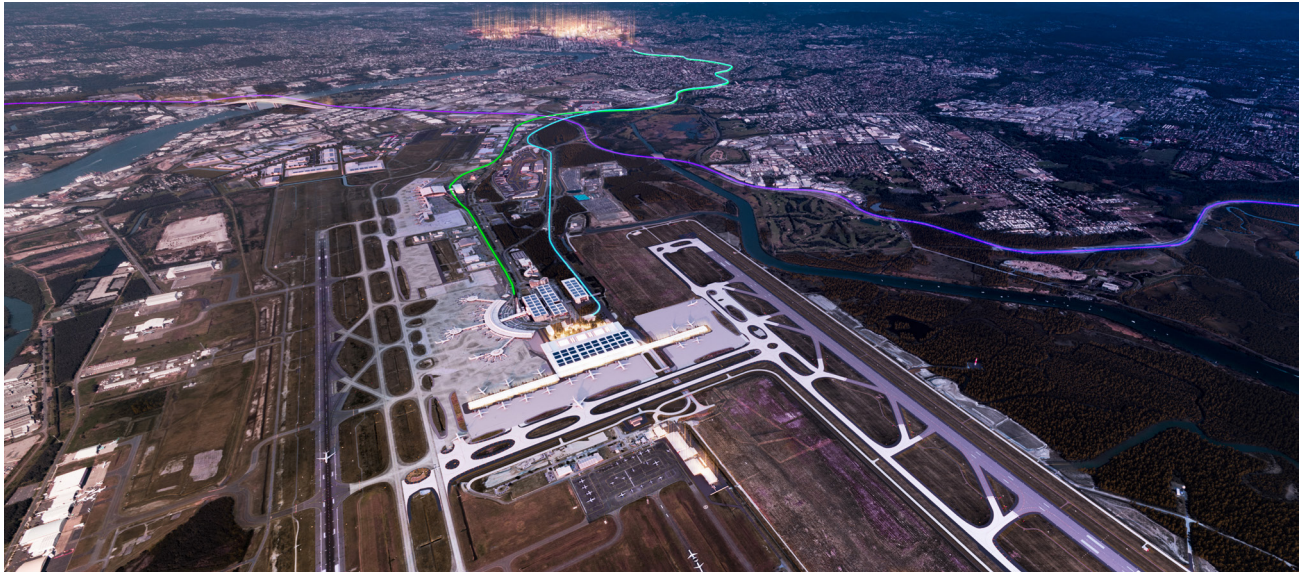
Our consistent engagement with national authorities in Japan, Hong Kong and South Korea saw considerable progress as the governments relaxed COVID-related restrictions providing the much-needed thrust to the recovery.

On the internal front, we were glad to see six new airport operators, two affiliates and 15 new World Business Partners join us during the year. As a result, ACI Asia-Pacific now has 127 airport members, managing and operating 618 airports across 46 countries/territories and a strong line-up of 98 World Business Partners. We appreciate the confidence entrusted on our association.

Lastly, I would like to wish all our airport members and World Business Partners a wonderful holiday season ahead.

# INDUSTRY NEWS

We provide a snapshot of some of the latest news stories from across Asia-Pacific and the Middle East.



## BRISBANE AIRPORT CONSIDERS BUILDING A NEW TERMINAL 3

Brisbane Airport is consulting with its airline partners about the possibility of a future Terminal 3 as it looks at the best way of handling a projected 50 million passengers annually through its terminals by 2040.

“We are running out of terminal capacity and we’re looking at the best location, together with our airline partners, for where that new terminal will go,” said Brisbane Airport Corporation (BAC) CEO, Gert-Jan de Graaff.

“We think it will be in between the two runways because that’s the perfect location to minimise aircraft taxiing, and it is close to our current domestic terminal.

“We need more domestic capacity to cater for demand. A few of our domestic airlines will likely go into Terminal 3. We might even allocate some international traffic in there as well to provide for better connectivity between domestic and international flights.

“Terminal 3 will be state-of-the-art so that will be a terminal we’ve built for the 2030s. Sustainability will be front and centre, as will accessibility.”

Brisbane Airport is currently planning to invest more than A\$5 billion over the next 10 years on upgrading its existing terminals, building extra car parking, developing BNE as a regional aeromedical hub, expanding its retail precincts and building more freight facilities.

## CHINA APPROVES MACAU EXPANSION PROJECT

China’s Central Government has approved the expansion of Macau International Airport to raise the gateway’s capacity, boost its operational efficiency and improve connectivity to the Special Administrative Region (SAR).

Like in nearby Hong Kong, the expansion project will involve reclaiming land from the sea, which in Macau International Airport’s case is expected to be around 130 hectares, and take place in different phases whose timings will be based on traffic demand.

The airport handled 9.6 million passengers in 2019, and following the completion of the first phase of the expansion programme is expected to be capable of welcoming in excess of 15 million passengers annually.

The Macau SAR Government says that it “hoped that improvements to airport infrastructure and the further opening of the air transport market, would facilitate the recovery and development of the aviation industry locally, and help create a more sustainable path for Macao’s civil aviation sector.”

Macau’s Civil Aviation Authority (AACM) has also issued a statement expressing gratitude for Beijing’s approval and optimism in the future development of the aviation sector.

It reads: “AACM is confident that the enhancement of the airport infrastructure, the optimisation of the terminal facilities, the gradual resumption of flight services, and the expansion of the aviation network will offer more diversified services to both the Macau residents and the travellers from the Pearl River Delta Region.”



## INDIA'S PRIME MINISTER OPENS KEMPEGOWDA AIRPORT'S NEW TERMINAL

India's Prime Minister, Shri Narendra Modi, has officially inaugurated the new Terminal 2 at Bengaluru's Kempegowda International Airport.

Hari Marar, managing director and CEO of airport operator, Bangalore International Airport Limited (BIAL), said: "With the launch of T2, we have expanded our capacity to cater for an additional 25 million passengers every year. What makes T2 more special is not just its scale and size, but also the fact that it's inspired by Bengaluru city.

"Built as a terminal in a garden, T2 reflects all that Bengaluru stands for – a green, modern, innovative, sustainable, and culturally rich city. Over the last 14 years, BLR has evolved as the Gateway to South India and, with this next phase of expansion, it aims to position itself as the new Gateway to India."

Located on the north eastern side of Terminal 1 and designed by New York-based architectural firm SOM, BIAL says that the new 255,661 square metre terminal has been designed to ensure quick processing times and easy to navigate journeys through its facilities.

## ABU DHABI AIRPORTS EXPLORING POTENTIAL OF AAM

Abu Dhabi Airports has signed a Memorandum of Understanding (MoU) with Groupe ADP to explore the potential of Advanced Air Mobility (AAM), and specifically the use of electric vertical take-off and landing (eVTOL) aircraft, in the Emirate.

Under the terms of the agreement, Abu Dhabi Airports and Groupe ADP will engage in the joint planning, design, development, and operation of ground infrastructure for AAM in Abu Dhabi, following engagement with stakeholders, a feasibility study and market assessment to develop the industry roadmap.

"We are excited to partner with industry-leading Groupe ADP to explore the potential of introducing AAM to Abu Dhabi," enthused His Excellency, Jamal Salem Al Dhaheri, managing director and CEO of Abu Dhabi Airports.

The terminal's interiors are clad in engineered bamboo inspired by traditional Indian cane weaving to give the complex a contemporary yet classic look and feel and its L-shaped piers are equipped with 19 boarding gates for Code C equivalent aircraft.

BIAL notes that the four guiding principles that influenced the design and architecture of T2 were the 'terminal in a garden' concept, sustainability, technology, and art and culture.

Indeed, Terminal 2 is designed as a tribute to the Garden City of India and the passenger experience is said to offer a "walk in the garden" as visitors pass through 10,000sqm of green walls, hanging gardens and outdoor gardens.

Also worthy of note is the fact that the terminal will 100% utilise renewable energy across the campus, the accolade helping it become the largest terminal in the world to be pre-certified with a Platinum LEED rating by USGBC (US Green Building Council) prior to commencing operations.



"This new system integrates flight technologies with transformational aircraft designs which utilise electric power to hover, take off, and land vertically, enabling sustainability in air transport for both passengers and cargo.

"This agreement is a testament to our commitment to lead the way by collaborating with our partners to deliver innovation and technology that drives efficiency, convenience and most importantly, sustainability."



## NEW TROPICAL GARDEN OPENS IN EXPANDED TERMINAL AT DOHA GATEWAY

Despite being less than a decade old, in early November, Hamad International Airport officially unveiled its newly completed airport expansion project to the world. The Qatari gateway believes the expansion, which includes what it calls a “masterpiece garden at the centre of the airport”, will enrich the passenger experience and transform the airport into an “extraordinary destination where any journey is worthwhile”.

Airport CEO, Badr Mohammed Al Meer, said: “We are immensely proud to officially launch our airport expansion. Our growth plan will see us welcome over 58 million passengers annually – offering global travellers the best services the industry has to offer.

“Through the expansion, we have upgraded our facilities and offerings – creating the ultimate destination for passengers. From world-class services to endless F&B and retail offerings, the expansion further strengthens our

ambition as we look towards maintaining our status as the best airport in the world.”

The Doha gateway’s ambitions and futuristic vision can be witnessed within the newly announced ORCHARD – a tropical garden with over 300 trees and 25,000 plants at the centre of the terminal expansion, which the airport boldly claims is “set to truly elevate passenger’s experiences and redefine airport travel”.

The airport notes that the unique design of the area will allow the trees and plants to easily adapt to the internal conditions and grow throughout the life of the airport – with natural light to create calming ambiance and promote a sense of wellbeing to all who venture inside.

Consisting of one expansive terminal, the airport says that it now welcomes passengers with facilities and services “curated for all ages”.

## MADINAH BECOMES FIRST ACA LEVEL 2 ACCREDITED GATEWAY IN SAUDI ARABIA

Madinah’s Prince Mohammed bin Abdulaziz International Airport has become the first airport in the Kingdom of Saudi Arabia to achieve Level 2 ‘Reduction’ certification in ACI’s Airport Carbon Accreditation programme.

Operator, Tibah Airports Operation Co, believes that the recognition is a testament to its commitment to reducing carbon emissions and protecting the environment through the application of international standards and global best practices.

The airport notes that its efforts are aligned with the Kingdom’s vision for sustainable development and its goal of achieving carbon neutrality (zero net

carbon emissions) by 2060 as part of the Saudi Green Initiative.

Tibah Airports’ managing director, Sofiene Abdessalem, said: “Tibah is keen on adopting and implementing the best international standards and environmentally friendly practices at Prince Mohammed bin Abdulaziz International Airport.

“This achievement confirms and reflects the continuous support given by the General Authority of Civil Aviation to us in order to remain a leading and sustainable gateway to serve pilgrims and visitors and improve the passenger experience.”



## BUSY END TO THE YEAR FOR AIRPORT AUTHORITY HONG KONG

Hong Kong International Airport has ended a difficult year with new two major developments – the opening of its impressive new Sky Bridge and the signing of a Memorandum of Understanding (MoU) to strengthen co-operation with Zhuhai Airport in Mainland China and “propel the development of the aviation industry in the Greater Bay Area.”

Speaking about the new MoU, Airport Authority Hong Kong (AAHK) chairman, Jack So, said: “The deepened co-operation between the two airports will give full play to the respective advantages of Hong Kong and Zhuhai, as well as leverage the convenience brought by the HZMB [Hong Kong-Zhuhai-Macau Bridge] achieving mutual benefits.”

“Both sides will join hands in developing a high-end aviation industrial park, bringing international partners to Zhuhai and creating an important new collaboration platform for Guangdong and Hong Kong to promote the development of the aviation industry.”

“The collaboration will boost the demand for logistics and air cargo services, and provide service to the whole country and worldwide.”

HKIA’s 28-metre high and 200 metre long Sky Bridge spans a taxiway between Terminal 1 and its Satellite Concourse (T1S), making it the world’s longest airside bridge that allows Code F aircraft such as the A380 to pass under it.

AAHK’s executive director of engineering and technology, Ricky Leung, enthused: “Sky Bridge is aspired to be the iconic feature at HKIA. It offers passengers a spectacular view of the entire airport with the nearby landscape as the backdrop.”



## GREEN LIGHT FOR U-TAPAO EXPANSION

According to press reports in Thailand, the Thai Cabinet has agreed in principle to the expansion of U-Tapao Airport, which is located in Rayong province around 30 kilometres from the popular tourist town of Pattaya.

If the plans go ahead, the airport’s existing terminal will be upgraded and expanded and a new Terminal 3, second runway, taxiways and other facilities added in the next phase of its development to effectively equip it to handle up to 15 million passengers per annum.

However, the ultimate ambition is for U-Tapao-Rayong-Pattaya International Airport (UTP) to welcome up to 60 million passengers per annum, and to help make this possible the new runway will be at least 3,500 metres long to ensure that it is capable of accommodating aircraft up to the size of the A380.

Owned by the Royal Thai Navy, UTP is a joint civil-military airport serving the Thai cities of Rayong and Pattaya and home to a large Thai Airways maintenance base.

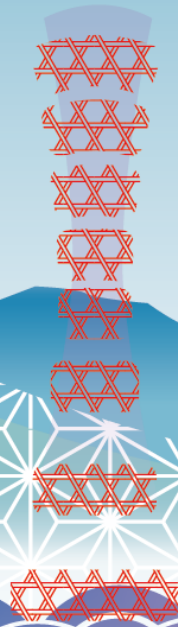
Its new Terminal 2 opened in early 2019 meaning that the airport is currently capable of handling around three million passengers per annum, although the continuing impact of the COVID pandemic on air travel in the Asia-Pacific region meant that it only handled around 136,000 passengers and 3,920 aircraft movements in 2021.

Airlines currently serving U-Tapao include Azur Air, Bangkok Airways, Thai Lion Air and, from early 2023, flydubai.

The ambitious master plan for UTP was created by Oneworlds at the request of the consortium pushing for the airport’s development. The consortium includes GMR Infrastructure, Thai AirAsia and other stakeholders.



KANSAI  
2023

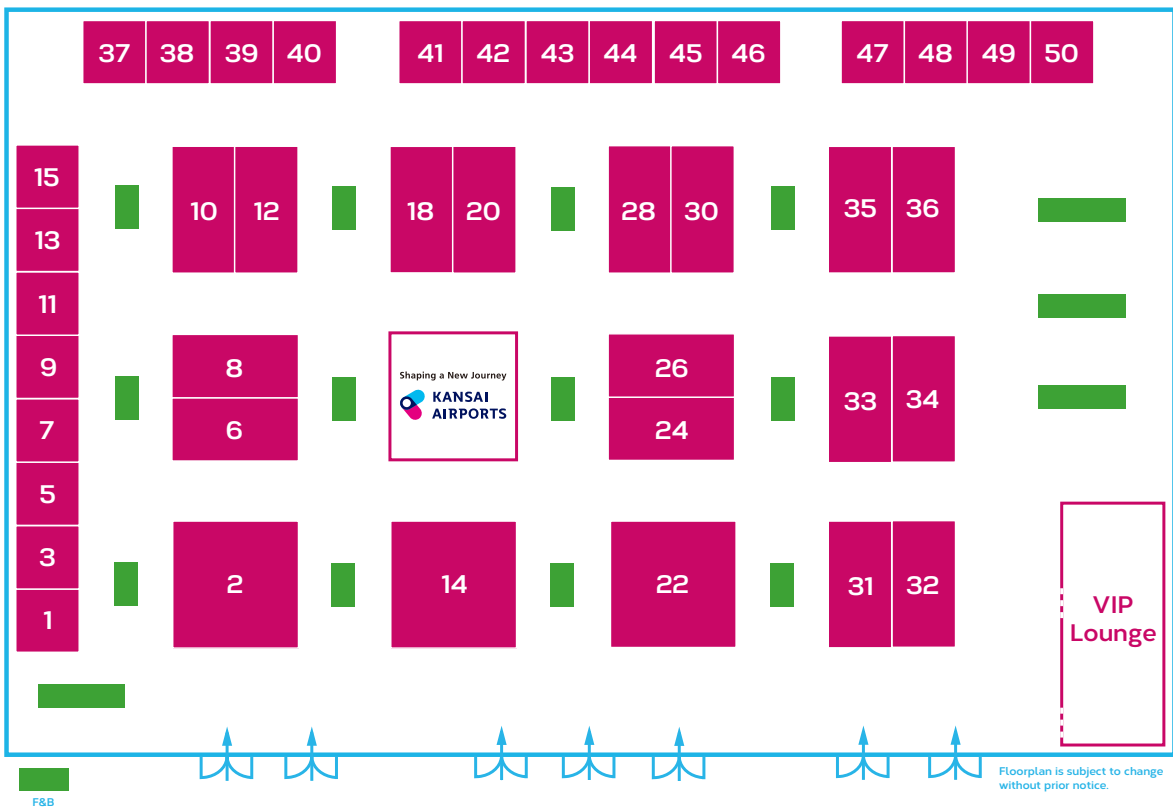


# 18th ACI ASIA-PACIFIC REGIONAL ASSEMBLY, CONFERENCE & EXHIBITION

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# REGIONAL UPDATE

From sharing industry insights at regional events to making significant decisions at its Board Meeting, ACI Asia-Pacific has had a successful quarter.



## ACI ASIA-PACIFIC APPOINTS THREE NEW MEMBERS TO REGIONAL BOARD

ACI Asia-Pacific is pleased to announce that it appointed three new Board members during the recent 34th Board Meeting in Muscat, hosted by Oman Airports.

The new additions to the Board are Lorie Argus from Australia, Muhammad Awaluddin from Indonesia, and Chang Yi Wang from China.

Argus currently serves as the CEO of Australia Pacific Airports Corporation (APAC), which manages and operates Melbourne and Launceston Airports. Awaluddin

is the president director of PT Angkasa Pura II, a state-owned enterprise under the Indonesian Department of Transport overseeing airports in Western Indonesia, while Wang is chairman of Capital Airports Holding Limited & Beijing Capital International Airport Co Ltd.

As always, among other things, the Board used the opportunity of meeting in Muscat to discuss the association's strategic objectives as well advocacy, including economics, safety, security, environment and human resources.

## ACI ASIA-PACIFIC PARTICIPATES IN G20 AVIATION DIALOGUE IN BALI, INDONESIA



Speaking on "Recovery Impacts From the Aviation Industries to Build Back Better for Future Resilience" at the G20 Aviation Dialogue in Bali, Indonesia, ACI Asia-Pacific director general, Stefano Baronci, delivered an impactful message to the conference audience.

He urged the G20 States to take the lead and work through the World Health Organization and the International Civil Aviation Organization on a rulebook for future responses to possible rebounds of COVID19 and other pandemics.

Baronci also noted that the industry must work together and lead the development of appropriate roadmaps and related policy/regulatory actions at a global level to implement and deliver on the long-term aspirational goal to achieve net zero carbon emissions, without prejudice to the infrastructure development needed to meet future traffic growth.



## TRINITY FORUM 2022 'STRONGER TOGETHER' PANEL IN SINGAPORE

ACI Asia-Pacific director general, Stefano Baronci, joined industry leaders at The Trinity Forum 2022 where he participated in its 'Stronger Together' panel, which addressed some of the key challenges and opportunities facing the travel and the travel retail industries today.

He provided an overview on the industry's recovery from the global pandemic and the need for airport operators and concessionaires to work together to ensure the best outcome for airports, airport retail and F&B providers and, of course, the travelling public.

The DG also emphasised the importance of creating a digital airport commerce ecosystem together with different stakeholders. He noted that adding airlines to the existing trinity of airport operators, concessionaires and brands to form a new quaternity of travel retail, was possibly the next step to take.

Baronci shared the stage with Andrew Cowan, managing director of Diageo Global Travel; Vinoop Goel, IATA's regional director for airports and external relations for Asia Pacific; and Severine Lanthier, chief strategy and development officer, chief operating officer for Asia and member of the Global Executive Committee of Lagardère Travel Retail.

## AIRPORT INDUSTRY OUTLOOK ASIA-PACIFIC AND MIDDLE EAST

In spite of the global macro-economic headwinds and geopolitical instability, the aviation industry has maintained its consistent recovery providing a positive outlook for the year ahead, according to the ACI Asia-Pacific's Airport Industry Outlook, a quarterly assessment of the airports' performances.

As travel restrictions are lifted, the post-COVID traffic recovery continues to benefit from pent-up demand, but the ongoing conflict in Ukraine, high fuel prices, rising inflationary pressures, lower economic growth expectations, and the looming recession are casting a shadow on the overall recovery of the industry.

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## ACI ASIA-PACIFIC SHARES INDUSTRY INSIGHTS AT CHINA AIRPORT SERVICE CONFERENCE

With the theme of 'Innovative service, quality development for people to enjoy their actions', Asia-Pacific's DG, Stefano Baronci, spoke about the state of aviation industry and how

airports are reinventing themselves post-pandemic by adopting innovative technologies to continuously provide superior passenger experiences at the event in Beijing.

## ACI ASIA-PACIFIC PARTICIPATES AT THE PATA ANNUAL SUMMIT 2022



The DG shared some insightful thoughts on the aviation industry in Asia-Pacific and the Middle East at the Pacific Asia Travel Association (PATA) Annual Summit in Ras Al Khaimah.

He was part of the three high-level panels – the Destination Sustainability Leadership Forum; Investing in Human Capital; and Route to Recovery. He discussed the level of co-operation between aviation stakeholders, route re-establishments, workforce challenges, and sustainable innovation across airlines and airports.



## AOT SISTER AIRPORT CEO FORUM 2022 IN BANGKOK

ACI Asia-Pacific director general, Stefano Baronci, joined top executives from the Airports of Thailand Public Company Limited, airports and industry stakeholders at the AOT Sister Airport CEO Forum 2022 in Bangkok, Thailand, in late November/early December, 2022.

At the event, he delivered a keynote speech on "Resilience, Reunion, and Reinventing for Aviation Sustainability" and provided an overview on the industry's recovery and the challenges ahead.

He also touched on how advanced technologies can help the sustainable development of the aviation industry in the post-pandemic era, during his time on stage. Fellow panellists included Tao Ma, regional director of Asia-Pacific for International Civil Aviation Organization and Nitinai Sirismatthakarn, president of AOT.

## ACI ASIA-PACIFIC CONTINUES TO LEAD THE DEVELOPMENT OF SECURITY IN THE MIDDLE EAST

Over the years, ACI Asia-Pacific has played an active role in the area of security and facilitation in the Middle East.

Gary Leung, manager of security and facilitation at ACI Asia-Pacific, is currently the vice-chair of ICAO Middle East's Regional Aviation Security and Facilitation Implementation Team (RAFIT).

RAFIT's main role is to provide technical advice and solutions for the implementation of the work programme developed by the ICAO regional office.

The fourth meeting of RAFIT attracted more than 25 representatives from States in the Middle East and other industry associations, including IATA, AACO and ACI Asia-Pacific.

Key actions completed at the meeting, included:

- Revising the regional SECFAL targets;
- Updating the regional SECFAL implementation roadmap; and
- Updating the progress of the development of the regional cybersecurity plan.



## POSITIVE OUTCOMES AT THE ICAO MIDDLE EAST DGCA CONFERENCE

Following the global agreement on achieving net zero carbon emissions in aviation by 2050, ACI Asia-Pacific presented a policy paper on decarbonisation at the 6th ICAO Conference for Director General of Civil Aviation for the Middle East in Abu Dhabi, calling for enhanced government support for airports to achieve net zero goals.

Acknowledging the suggestions made by ACI Asia-Pacific, the conference urged airport operators in the Middle East to implement the Airport Carbon Accreditation programme (ACA) and adopt the Airport Carbon and Emissions Reporting Tool (ACERT) in their decarbonisation strategy.

ACI Asia-Pacific also encouraged airports to share best practices and learn from others through its Green Airports Recognition programme, which showcases many innovative solutions.

Additionally, based on ACI Asia-Pacific's recommendations, the conference supported the adoption of the concept of One-Stop Security (OSS) in the Middle East. Furthermore, the conference also agreed to encourage States in the Middle East to include APEX in Safety in their National Aviation Safety Plans as a tool to promote aerodrome certification.

The conference accepted ACI Asia-Pacific's suggestions in the principles and objectives for drafting of the MID-Air Transport Strategic Plan 2025-2040 and appointed ACI Asia-Pacific as the co-rapporteur of working group tasked to draft the plan.

The plan will define the strategic objectives for the air transport industry of the Middle East in the areas of safety, security, facilitation, environmental protection and air connectivity.

## NEW CHAIR & VICE CHAIR OF ACI ASIA-PACIFIC REGIONAL ENVIRONMENT COMMITTEE

The ACI Asia-Pacific Regional Environment Committee (REC) is pleased to announce the election of its new chair, Gerald Ng, from Changi Airport Group (CAG), and vice-chair, Kristy Tan, from Airport Authority Hong Kong (AAHK).

Ng is CAG's vice president for the environment and sustainability and Tan is currently AAHK's senior manager for climate resilience. They will lead the Committee for two years from 2023-2024.



## TENDERING GUIDELINE FOR CLIMATE RESILIENCE PLANNING RELEASED

ACI Asia-Pacific has released the Tendering Guideline for Climate Resilience Planning to build on airport operators' understanding of the climate risk assessment. This guideline will help identify an airport's sensitivity to adverse impacts and adaptive capacity to climate hazards.



## ACI ASIA-PACIFIC ENGAGES WITH ASEAN ON CLIMATE CHANGE

ACI Asia-Pacific presented its efforts in promoting the mitigation of climate change to the 46th ASEAN Air Transport Working Group meeting and an associated Sustainability Forum held in Singapore.

The committee discussed the pros and cons of different anti-drone technologies and exchanged insights on their emergency response procedures for drone attacks.



## REGIONAL SECURITY EXPERTS MEET IN DUBAI TO DISCUSS AVIATION SECURITY CHALLENGES

Over 30 airport security experts from Asia-Pacific and the Middle East convened in Dubai from 4-6 October, 2022 for the 29th ACI Asia-Pacific Regional Aviation Security Committee (RASC) meeting.

Over the two-day meeting, the committee focused particularly on various emerging aviation security threats, including the rising number of drone attacks against civil aviation.

## AIRPORTS ENCOURAGED TO ADOPT ALPHANUMERIC CALL SIGNS

Alphanumeric call signs are a proven way of reducing the risk of confusion amongst pilots, ATC and airports of very similar call signs such as EK1234 and QR1234.

The concept is simple: replace the numeric part of the call sign with a string of letters and numbers to maximise the number of possible combinations and hence minimise the occurrences of similar call signs. For example, UAE408 would become UAE58E.

The method has been successfully applied in Europe, the Middle East, India, USA and Australia.

Busy air hubs with significant home-base carrier operations are ideal candidates to benefit from alphanumeric call signs. A recent ICAO meeting (AOP-SG/6) and a seminar that ACI organised with CANSO and IATA both confirmed the safety benefits and encouraged airports to adopt the method.



## INCHEON AIRPORT TAKES AIRPORT CUSTOMER EXPERIENCE ACCREDITATION TO NEXT LEVEL

South Korea's long time Airport Service Quality (ASQ) champion, Incheon Airport, has become the first gateway in the world to achieve the new Level 5 status in ACI World's Airport Customer Experience Accreditation programme.

## ACI ASIA-PACIFIC WELCOMES ICAO AGREEMENT ON NET ZERO FUTURE

ACI Asia-Pacific has welcomed ICAO's commitment to adopt the Long Term Aspirational Goal for civil aviation to reach net zero emissions by 2050.

This is a landmark decision for our industry, and this commitment from the States is essential for achieving net zero emissions. As we move forward, it is vital that we explore innovative solutions to address environmental challenges, and ACI Asia-Pacific and its airports members and World Business Partners commit to enhance their partnership with all aviation stakeholders in order to mitigate climate change in the region.

In response to the net-zero carbon emissions goal, earlier this year ACI Asia-Pacific unanimously passed a resolution urging members to voluntarily commit to achieving net zero carbon emissions and develop action plans to meet this goal by proactively undertaking the necessary steps to reduce emissions through the use of low carbon technologies in airport operations and infrastructure management.

Airports in Asia-Pacific and the Middle East regions have responded positively, with several of them advancing their net zero targets before 2050.



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# THE CHANGI WAY

Tan Lye Teck, Changi Airport Group’s executive vice president for airport management, brings Joe Bates up to speed on how his gateway has fared in 2022 and explains why Singapore Changi is looking to the future with optimism.

**AS WE NEAR THE END OF 2022, WHERE WOULD YOU SAY SINGAPORE CHANGI IS IN TERMS OF ITS RECOVERY FROM THE GLOBAL PANDEMIC?**

Singapore Changi Airport handled 3.7 million passenger movements in October 2022, reaching 65.3% of its pre-COVID-19 traffic levels. With more borders re-opening and as the global travel recovery picks up pace, we expect the airport to handle 80% of pre-COVID-19 flights by year-end.

Operationally, Changi is now back to using all four terminals again and subsequently capable of handling up to 70 million passengers per annum after only operating Terminals 1 and 3 during the pandemic. We re-opened Terminal 4 in September, 2022, after a hiatus of more than two years due to the COVID-19 pandemic. This followed the resumption of arrival operations in the southern wing of Terminal 2, which was undergoing expansion works, in May 2022.

In terms of connectivity and route network, Changi Airport is currently served by more than 80 airlines flying to some 130 cities globally. North America, South Asia and Oceania have experienced the strongest recovery when it comes to passenger traffic. In fact,

passenger numbers to and from North America have rebounded so strongly that they have now exceeded pre-pandemic levels.

When it comes to the South Asia market, Changi has not only re-established connectivity but exceeded its pre-COVID-19 city links, and India now ranks among Changi’s top three markets for recovery. In Oceania, Australia has been experiencing a strong recovery, with both Qantas and British Airways resuming their Sydney-Singapore-London services.

On the back of a continued surge in travel demand as we move into 2023, Changi Airport Group [CAG] will continue to work closely with our airline partners to increase flight frequencies and connectivity to better serve our passengers.

**WHEN DO YOU EXPECT PASSENGER NUMBERS TO RETURN TO 2019 LEVELS?**

Both ACI and IATA have forecast that passenger traffic will recover to pre-COVID-19 levels by 2024. We expect the recovery at Changi Airport to continue to gather pace in the months ahead as travel restrictions are eased in key markets in the region. Having said that, we believe



that the recovery of Asia-Pacific, in general, may lag behind other regions because of existing restrictions in key markets like North Asia.

While it is difficult for us to determine when we will return to pre-pandemic levels, our focus remains on ramping up Changi Airport's capacity so that we are ready when the traffic returns.

From CAG's perspective, our teams have been working hard to grow our connectivity and expand our reach to new source markets and passenger segments. In the last two years, we welcomed 10 new passenger airlines – a mix of full-service and low-cost carriers – and introduced five new passenger city links. We are also working to regain connectivity to points in Southeast Asia, especially Indonesia's secondary cities.

In the longer-term, we aim to become the most connected airport in Asia by actively exploring opportunities with both existing airline partners and prospective new airlines to connect to more secondary cities in Asia, such as Jaipur and Lucknow in India and Hai Phong and Phu Quoc in Vietnam. We also want to broaden and deepen long-haul connectivity to the Americas.

#### **CAN YOU TELL OUR READERS A LITTLE MORE ABOUT CHANGI PRECINCT AND ITS ATTRACTIONS?**

When COVID-19 struck and international travel came to a standstill, we partnered with the Singapore Tourism Board and various stakeholders to develop more domestic tourism offerings for locals, and Changi Precinct was one of them.

Made up of eight neighbouring districts such as Changi Village, Tampines, Simei and Pulau Ubin surrounding the airport in the east of Singapore, Changi Precinct features many rustic nature spots, historical landmarks and undiscovered gems waiting to surprise visitors. It complements 10 other precincts in Singapore, each with its own flavour and unique attractions reflecting the history and culture of Singapore.

One of the key attractions that we created within the precinct is the Changi Airport Connector, and within that, Changi Jurassic Mile. As a result, for the first time, we have a recreational cycling-cum-jogging track that runs all the way from Changi Airport to the city area and beyond.

It is now a well-loved attraction by families and young children thanks to features such as its pre-historic-looking flora and fauna as well as permanent life-sized dinosaur displays. We also curated new and interesting products like a cycling tour within Changi Precinct and forest bathing sessions in Jewel Changi Airport, where one can discover the unique charms of the precinct.

And we have no intention of resting on our laurels, as with the recovery of air travel gathering pace across the world, we have exciting plans to boost the attractiveness of Changi Precinct to give travellers even more reasons to come to Singapore and allocate time in their itinerary to explore the precinct.



**WHAT ARE THE KEY TARGETS OF CAG'S SUSTAINABILITY STRATEGY AND ACHIEVING CARBON NEUTRALITY?**

The key targets of CAG's sustainability strategy are in three main areas – carbon emissions, water consumption and waste recycling.

When it comes to carbon emissions, the plan is for zero carbon growth until 2030, capping absolute carbon emissions at 2018 levels despite the growing number of passengers that Changi Airport is expected to serve in the years ahead.

CAG is committed to cutting carbon emissions while improving resource efficiency through initiatives ranging from projects to enable the use of sustainable aviation fuel, bio-diesel and electric vehicles at the airport. We also strive towards the net zero emissions aspiration by 2050 through the use of new technologies and the increased adoption of renewable energy.

One of the highlights of our recent Sustainability Report was the fact that we managed to decrease our overall water consumption by 5.9% during FY2021/2022. Apart from improving chiller condensate and the airport's waste water recycling capabilities, Changi has reduced the use of potable and non-potable water, ranging from toilets and building cooling systems to irrigation and cleaning.

Our recycling efforts enabled us to successfully divert 11% of waste from incineration during FY2021/2022. Our philosophy is to optimise waste management by reducing waste at source, encouraging good recycling practices and implementing effective waste collection systems.

Close collaboration and communication with licensed contractors, airport partners and cleaners has also enabled us to identify opportunities to use resources more efficiently. Projects embarked on over the past year have included the upcycling of building materials and composting of horticultural waste.

**ALTHOUGH IT IS STILL A FEW YEARS AWAY, CAN YOU TELL US WHY SINGAPORE CHANGI NEEDS TERMINAL 5?**

Terminal 5 is part of the Changi East mega-development – its 1,080-hectare site is almost as big as the land area of today's Changi Airport – which will provide future capacity for Changi Airport. The new terminal will be able to handle around 50 million passengers annually, boosting Singapore's air hub status and strengthening its competitiveness and relevance.

Clearly, Terminal 5 will be green and sustainable beyond today's standards. It will be a resilient complex that can handle future pandemics more nimbly. It will also be designed for the deployment of automation at scale. Very importantly, we would want it to be more than just an airport terminal – we want it to be a place that will connect with and be loved by all Singaporeans.



**IS CHANGI AIRPORT EXPERIENCING THE SAME RECRUITMENT DIFFICULTIES AS MANY OTHER AIRPORTS AROUND THE WORLD AND, IF SO, WHAT ARE YOU DOING TO MAKE THE AIRPORT MORE ATTRACTIVE TO POTENTIAL NEW EMPLOYEES?**

CAG is currently looking to fill around 250 vacancies, with about half of these being operational roles to help manage the increase in passenger traffic as travel resumes. The rest of the vacancies at CAG relate to the recruitment of new staff with the skill set to support CAG’s transformation and innovation journey for long-term growth. We are actively looking for people with expertise in digital technology to lead more innovative projects and help us create an airport of the future that will enable Changi to stay relevant and ahead of the competition.

For the wider community at Changi Airport, our airport partners have been actively recruiting more staff. This is to enable them to ramp up their operational capacity to handle more flights and more passengers.

The aviation sector in Singapore has responded to the need for more staff by organising job fairs and other activities to attract the workers needed to meet the demands generated by the traffic recovery. Fortunately, in Singapore, aviation is perceived to be an interesting and dynamic industry, and Changi Airport is known to offer a good working environment. Our government and the Civil Aviation Authority of

**SPOTLIGHT ON TERMINAL 5**

First announced in 2013, Changi Airport’s Terminal 5 (T5) is a project being undertaken by the Ministry of Transport (MOT), the Civil Aviation Authority of Singapore (CAAS) and Changi Airport Group (CAG).

Due to the COVID-19 pandemic, the T5 project was paused for two years. During this time, MOT, CAAS and CAG admit that they "re-assessed the trajectory of aviation growth", and reviewed Terminal 5's design to make it more modular and further enhance its resilience and sustainability.

To secure Singapore’s capacity to ride on the long-term growth of aviation, work on the T5 project has now resumed. CAG is re-mobilising the design and engineering consultants to refine the T5 design. Construction is expected to commence in about two years to ensure that Terminal 5 is operational around the mid-2030s.

Drawing on lessons learnt from the COVID-19 pandemic, CAG says T5 will be designed with the flexibility to operate as smaller sub-terminals when needed, with space that could be converted for use during contingencies, such as for testing operations or the segregation of high-risk passengers.

Specialised provisions to reduce the transmission of diseases will also be deployed in T5. These will include the use of contactless systems at passenger touchpoints, as well as enhanced ventilation systems that can be activated during a pandemic to increase the use of fresh air and minimise the mixing of air.

CAG notes that Terminal 5 will be a green and sustainable terminal with carbon footprint reducing solar panels, smart building management systems, district cooling and thermal energy storage.

It is also expected to be a world leader in terms of its deployment of new technology. For example, T5 could see the deployment of autonomous vehicles to support airside baggage and cargo operations as well as robotics for baggage handling.

Singapore have also provided strong support. This has helped the aviation sector to attract over 6,000 new workers in 2022.

Indeed, the airport is well on its way to getting back to the workforce level that was in place before the pandemic struck. For me, what is most heartening has been the way the whole airport community has pulled together through thick and thin, firstly to keep going and resilient during the pandemic, and now by all working together to raise manpower levels and step up training so that, together, all of us can ensure a smoother travel journey for passengers coming through Changi Airport.



# THINKING BIG!

We shine the spotlight on a handful of exciting ongoing or recently announced development projects across the Kingdom of Saudi Arabia.

## NEW RIYADH MEGA HUB AND AEROTROPOLIS

Saudi Arabia has unveiled plans for a new mega hub for Riyadh which will be called King Salman International Airport.

According to the master plan, King Salman International Airport will boost Riyadh's position as a global logistics hub and stimulate transport, trade and tourism.

The airport is being designed to accommodate up to 185 million passengers and around 3.5 million tons of cargo annually by 2050.

The gateway will be located on a huge 57 square kilometre site allowing for six parallel runways and airport support facilities, residential and recreational facilities, and retail outlets.

And Saudi officials insist that it will be built with sustainability at its core, ensuring that King Salman International Airport will be powered by renewable energy.

Foster + Partners won a competition to design the master plan for the new airport, which senior partner, Seif Bahaa Eldin, describes as a "visionary development" that will play a significant role in shaping Riyadh into "a global hub of creativity and innovation".

The hugely ambitious plan was unveiled by His Royal Highness, Crown Prince Mohammed bin Salman bin

Abdulaziz, Prime Minister and chairman of the Council of Economic and Development Affairs (CEDA) and chairman of the Public Investment Fund (PIF).

He noted that the master plan for King Salman International Airport will boost Riyadh's position as a global logistics hub, stimulate transport, trade and tourism, and act as a bridge linking the East with the West.

The airport project is in line with Saudi Arabia's vision to make Riyadh one of the top ten city economies in the world and to support the growth of Riyadh's population to 15–20 million people by 2030.

In addition to its aviation infrastructure, the airport site will also include 12 square kilometres of airport support facilities, residential and recreational facilities, retail outlets, and other logistics real estate.

If all goes to plan, the airport aims to accommodate up to 120 million passengers per annum by 2030 and potentially 185 million by 2050, along with the yearly capacity to process 3.5 million tons of cargo.

And there's more as its backers want the new gateway to become an aerotropolis centred around a seamless customer journey, world-class efficient operations, and innovation.

Riyadh's identity and the Saudi culture, they say, will be taken into consideration in the airport's design to ensure a unique travel experience for visitors and transit travellers.

"With sustainability at its core, the new airport will achieve LEED Platinum certification by incorporating cutting edge green initiatives into its design and will be powered by renewable energy," says PIF.

The announcement comes as part of PIF's strategy which focuses on unlocking the capabilities of promising sectors to enhance Saudi Arabia's efforts in diversifying the economy, and it is in line with the National Transport Strategy and the Global Supply Chain Resilience Initiative.

Foster + Partners' head of studio, Luke Fox, said: "The new King Salman International Airport reimagines the traditional terminal as a single concourse loop, served by multiple entrances.

"The terminal is very much of its place and connects passengers to the sensory experiences of the city, with natural elements, tempered light and state-of-the-art facilities."

The new airport is expected to contribute \$7 billion annually to non-oil GDP and create 103,000 direct and indirect jobs, in line with Vision 2030 objectives.

### **RED SEA INTERNATIONAL AIRPORT SET TO OPEN BY END OF NEXT YEAR**

Red Sea Global (RSG), the developer behind Saudi Arabia's new Red Sea International Airport and AMAALA resort, has appointed Reem Emirates Saudi to construct

the façade and roof shell of the new gateway and its landside facilities.

The airport will be operated by daa International, the international subsidiary of Irish airport operator, daa, which recently signed a concession agreement worth over \$266 million to oversee its development and operation.

"Red Sea International will set new standards in sustainable aviation, and the ongoing construction works are a critical part of building that legacy," predicted RSG's group CEO, John Pagano.

"Not only is the airport sustainably designed, but aesthetically it takes inspiration from the forms of the surrounding desert, the green oasis and the sea.

"The roof shell, which Reem Emirates Saudi will deliver, typifies this, with dune-like pods radiating out from the centre, providing an arresting welcome as guests first arrive to the Red Sea from above."

According to RSG, the airport design will include shaded areas and natural ventilation that minimises reliance on air conditioning.

It will, it says, feature five mini-terminals, which allow areas to be closed during slower activity periods, curbing the need to air-condition all sections and waste energy.

At the same time, the entire airport will be run by renewable energy, supporting RSG's ambition to usher in a carbon-neutral, net-zero era for airport design and operations.





Designed by international architecture firm Foster + Partners, the new gateway is on track to welcome its first passengers in 2023.

The globally renowned architect, states: “The new Red Sea Airport has been inspired by the forms of the desert, the green oasis and the sea, removing the usual hassle associated with travel by providing a tranquil and memorable experience for passengers from the moment they arrive.

“The design of the terminal aims to bring the experience of a private aircraft terminal to every traveller by providing smaller, intimate spaces that feel luxurious and personalised. The form of the roof shells cantilevers on the landside and airside to provide shade to the passengers.

“An internal green oasis with an indigenously planted garden forms a green focus, creating a relaxed, resort-like atmosphere within the airport terminal. The airport will be powered by 100% renewable energy.

“The arrival experience is about speed of processing passengers, while welcoming them to their destination along with giving them a first impression of the Red Sea Experience. Upon arrival, passengers follow the natural spatial flow down through the lush oasis landscape towards the Welcome Centre, where they are met and welcomed to the Red Sea Resort.

“All security and immigration checks are dealt with speedily and the checked-in baggage is sent to the resorts directly. The centre offers an immersive experience of the highlights at the resort, giving visitors a flavour of what is to come.

The departure sequence is generally longer than the arrival experience, so the spaces are designed for longer waiting times with larger, more relaxed spaces. The five departure suites are arranged as a series of pods to allow an easy transition from cars to plane.

“Passengers are dropped off outside the terminal and quickly enter one of the departure pods which feature spas and restaurants enveloped in a relaxed atmosphere. The baggage is loaded onto the aircraft directly after being checked-in at the resort.”

The airport is initially expected to handle a few thousand passengers per annum before welcoming up to one million domestic and international tourists per year by 2030.

**OFFICIAL OPENING OF RIYADH'S REVAMPED TERMINALS**

Riyadh's King Khaled International Airport has celebrated the official opening (pictured above) of its refurbished Terminal 3 and 4 to meet rising demand for air travel to the Kingdom of Saudi Arabia and across the globe.

The terminals, opened in time for football's World Cup tournament in neighbouring Qatar, will better equip the gateway to accommodate strong traffic growth this year, with passengers numbers now close to 2019 levels.

Between them the terminals have 14 air bridges, over 100 check-in counters and are capable of handling more than 5,000 passengers per hour.

Mohammed bin Abdullah Al-Maghlouth, CEO of Riyadh Airports Company, said: “Our growth plan will see us enhancing the airport's capacity and upgrading the services provided to travellers from around the world.”

While Saudi Arabia's Minister of Transport and Logistics, Saleh bin Nasser Al-Jasser, noted: “We will continue to work to raise the capacity in the Kingdom's airports and improve the passenger experience in order to achieve the goals of the national strategy for transport and logistics services in accordance with the Kingdom's Vision 2030.”

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# LOOKING GOOD!

John Brash, founder of global branding agency, Brash, explains why he believes that the rebranding of Abu Dhabi Airports is an ode to the future of aviation.

It's no secret that the aviation sector has been beset by challenges since the outbreak of the global pandemic. However, as with any challenge, comes great opportunity.

This is particularly true in the Middle East, where airlines are global brand ambassadors for the emirates or countries they represent, and airports are gateways for investment, tourism and population growth.

Aviation traffic in the region has steadily increased year-on-year for the last decade and, in recent years, the UAE in particular has past several milestones in aerospace sector development – notably, the sending of a probe into Mars' orbit in 2021.

Meanwhile, business aviation is at different stages of development across the region; some countries are still demonstrating a dearth of significant infrastructure, whilst others are viewed as the best in the world.

Regardless of where they stand in terms of development, for each country a thriving aviation sector can serve to unlock new growth. This is certainly the case in Abu Dhabi, where the aviation sector is a key pillar of the emirate's economic vision.

Abu Dhabi Airports (AD Airports) is a cornerstone piece of this plan, and recent investment into its corporate architecture and visual identity reflect the Emirate's commitment to re-shape the future of aviation, whilst simultaneously bolstering the role the sector can play in Abu Dhabi's socio-economic development.

Making good on these ambitions, however, required a new brand identity for AD Airports that could credibly speak to the ambition, shifting existing perceptions and elevating the country's role within the international aviation market.

As an entity, AD Airports was already well established. Operating five airports, the challenges it faced were more about changing stakeholders' perceptions of the organisation as a complete ecosystem, rather than an operator in siloes.

After all, AD Airports doesn't just own and operate airports; it provides an aviation ecosystem that can fundamentally unlock growth for the Emirate.

This contribution is rounded, varying from supporting tourism, to running a free zone for businesses

in related sectors – enabling it to take a unique and holistic role in developing the industry’s future, beyond conventional parameters of how aviation benefits other sectors.

This strategic pivot – which responds to the changing nature of the aviation industry as a whole – is communicated through a new corporate identity.

Recently launched, this new identity is inspired by a redefined purpose and reaffirms AD Airport’s position within the emirate’s economic vision.

The new identity deepens the connection between AD Airports and other key players, such as government stakeholders, airline partners and most importantly, passengers.

From a passenger perspective, the new identity also had to reflect Abu Dhabi’s world-class airport ecosystem, which was set up to offer remarkable travelling experiences. The new vision, ‘Shaping the Future of Airport Experiences’, emphasises AD Airports’ excellence and innovative approach in everything they do.

Whilst seamless and inspiring travelling experiences are not new passenger demands, it was critical that the new identity underlined AD Airports’ commitment to delivering them, particularly as travel behaviour has changed due to the pandemic.

A new colourway of dark and light blues strikes a balance of being both bold and corporate – allowing AD Airports to flex to different demands as it grows.

Secondary colours of blues, greens and yellows speak to the multi-faceted characteristics of Abu Dhabi; from the traditional architecture to the dunes of the desert, the mystery of the turquoise sea and the rich tones of the mangrove, these colours express the wonders for the built and natural landscape.

The wordmark of Abu Dhabi Airports appears seamlessly in both Arabic and English, creating harmony and balance across the two languages, but with a modified letter ‘A’ to ensure it remains distinct when used separately.

As AD Airports enters an exciting stage of growth, their redefined visual identity celebrates the past and champions the future reflecting their futuristic vision within the aviation industry. They are a global facilitator of tourism, and their tone of voice is demonstrated throughout their messaging.

The aviation industry in the Middle East is constantly evolving and we look forward to seeing how this space in the region continues to lead the world.



### REFLECTING A CHANGING INDUSTRY

Abu Dhabi Airports has no doubt that its ‘refreshed brand’ will represent it well in the coming years as the company and Abu Dhabi continue to evolve.

AD Airports’ managing director and CEO, His Excellency, Jamal Salem Al Dhaheri, said: “As we prepare to enter our next chapter of growth and development, our corporate rebrand reflects our bold vision to shape the future of airport experiences.”

The company notes that its new corporate identity is inspired by a redefined purpose, mission and set of the organisation, underpinning its future growth plans for Abu Dhabi Airports, reaffirming its commitment to Abu Dhabi’s economic vision and the wider aviation ecosystem through three areas of priority:

- Providing safe, secure and sustainable airport environments and operations reflecting industry best practice and in full compliance with international regulations, guidelines and goals.
- Playing a vital role in the social and economic development of Abu Dhabi by providing connectivity and hospitality that showcases the emirate as a prime travel destination thereby promoting trade, tourism and GDP growth.
- Collaborating and innovating to deliver an industry leading airport experience, as well as product and service excellence.

“Our evolving priorities are representative of our ambition to be at the forefront of the aviation sector,” said Ahmed Jumaa Al Shamisi, acting chief strategy officer of Abu Dhabi Airports.

“Guided by our redefined vision and mission, we have identified key pillars and priorities that will fuel our future growth, as we look to strengthen our value proposition to our stakeholders, continue our economic contributions to Abu Dhabi, and become more competitive, agile and dynamic as a business.”



# ESG IS HERE TO STAY

David Whitely from FTI Consulting explains why environmental, social and governance (ESG) issues should be a top priority for the region's airports and aviation leaders.

**A**s we see a greater focus on the role of business in confronting broader societal issues, there is now a stronger imperative for airports to develop and adopt a more comprehensive approach to environmental, social and governance (ESG) issues.

I provided insights from FTI Consulting's latest White Paper, which explores the drivers of the widespread adoption of ESG priorities worldwide for the December 2022 meeting of the ACI Asia-Pacific Regional Economics Committee in Riyadh, Saudi Arabia.

These drivers include significant social pressure and growing recognition amongst investment and business professionals that these issues can have a material impact on company value.

For airports, the potential risks associated with failing to act on these trends are acute and wide-ranging. From losing a social license to operate and grow, experiencing employee retention problems in a constrained job market, to losing access to capital and non-compliance with incoming regulation – ESG should be front of mind for airport leaders.

## AIRPORT BUSINESS TRANSFORMATION

Airports in Asia-Pacific are sophisticated businesses and important economic engines imbued with a more assertive pursuit of growth and improvement. Changes in ownership and management models have resulted in a greater focus on corporate social responsibility, environment, and sustainability issues.

As airports seek to attract greater levels of investment, there is a natural pathway to a more mature approach to addressing ESG risk 'in the round'. We have found that a good ESG programme includes a purpose-driven strategy that focuses on company-specific material issues and is fully integrated with the business objectives of the airport:

- **Every ESG programme should be rooted in materiality:** Airports should regularly conduct an ESG materiality assessment which helps organise and prioritise relevant ESG factors based on their level of impact on the business and key stakeholders.
- **Targets and reporting on progress are key:** Once an airport identifies and prioritises material issues, it should set clear objectives and strategies for each key issue.
- **Good governance drives performance:** The involvement of the board in driving oversight of the ESG strategy, supported by a cross-segment management team with clear ESG responsibilities, is crucial to demonstrate the seriousness of an ESG programme.
- **Ongoing evaluation secures long-term success:** Airports must regularly assess their key material priorities and adjust their strategies accordingly.

In the end, airports should focus on addressing ESG risks unique to their business, going beyond compliance and being proactive. No other business risk is addressed reactively, so neither should ESG risk.



## LAYING THE RUNWAY TOWARDS ESG MATURITY

Some airports are well-advanced on their ESG journey while others are only at the beginning.

As airports develop an integrated ESG programme across all operations, they need to draw together the various relevant business strands.

Airports already gather data on environmental impact, community and stakeholder engagement, and their approach to workforce and governance, but transforming this into an integrated ESG approach is challenging.

Quantifying environmental action, creating integrated ways of benchmarking and reporting, and helping management teams make sense of the various reporting platforms and measures, can be daunting for companies starting their ESG journey, encompassing:

- **ESG assessments & due diligence:** Taking a thorough approach from policy gap analysis to on-the-ground investigations will build a clear ESG profile.
- **Materiality assessments:** Quantitative and qualitative analysis will identify factors that may have a material impact on the organisation.
- **ESG programme development:** From strategy development to project implementation, we help clients evolve their ESG program from strategy development to project implementation.
- **Sustainability reporting:** Developing ESG narratives and disclosures that resonate with key stakeholders and align with prevalent ESG – related reporting frameworks.
- **Supply chain audits:** Globally, we employ blockchain technology to deliver solutions that provide secure, efficient, cost-effective and transparent programmes for businesses committed to ethical supply chain practices.

The final point reflects the reality that aviation is an interconnected and interdependent ecosystem.

Considering an airport's supply chain in its entirety when planning an ESG programme ensures they can give a robust indication to all stakeholders about actions taking place across the ecosystem.

Airlines and other parts of the supply chain can be part of this conversation as more airports in the Asia-Pacific region take a whole-of-airport approach to sustainability.

## ESG HAS ARRIVED AND IT'S HERE TO STAY

We have passed the point of no return in terms of ESG adoption. Indeed, as the world continues to plot a long-term and sustained recovery from the impact and effects of the pandemic, airports that are slow in evolving their ESG programmes should expect tougher conversations in the future with their shareholders and other key stakeholders.

This is particularly important for airports in the Asia-Pacific region as they fight to get back on the path to long-term growth and meet returning passenger demand.

The latest Airports Council International data predicts that traffic in the region will steadily rebuild to 2019 levels by late 2024 before returning to the long-term growth projections expected to result in global traffic doubling within the coming 20 years.

That means the time is now for a more proactive approach to monitoring and managing ESG risks as airports plan the investment in people and infrastructure that meeting this demand will require.

### ABOUT THE AUTHOR

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# WBP NEWS

The latest news and views from ACI Asia-Pacific's World Business partners.



APA Issue 4, 2022

## RECORD BREAKING CONTRACT FOR ADB SAFEGATE AUSTRALIA

ADB SAFEGATE Australia has won the largest airfield lighting contract in its history and as a result is set to deliver its latest Airfield 4.0 technology to Western Sydney International Airport (WSI).

The greenfield airport, which is Australia's largest aviation project with construction starting on it in 2018, is due to open in late 2026.

As the turnkey provider, ADB SAFEGATE's scope includes the design, manufacturing, supply, installation, commissioning, and support of the airfield lighting solution and is scheduled for completion by May 2024.

It will deliver a complete airfield ground lighting (AGL) solution, including approach, runway and taxiway lights integrated with its new LINC 360 Individual Light Control and Monitoring System (ILCMS).

In turn, the ILCMS will be integrated into air navigation service provider Airservices Australia's Integrated Tower Automation Suite (INTAS) platform. Besides precise control of individual fixtures, LINC 360 will offer true two-way data transmittal between airfield assets enabling 360-degree, real-time monitoring of the airfield creating actionable insights for air traffic controllers and maintenance.

LED AXON lights with built-in sensors capture and share data to facilitate predictive airport operations and provide better control under challenging conditions.

With these latest technologies from ADB SAFEGATE's Airfield 4.0 offering, WSI will be guaranteed intelligent airfield operations with fast control over airfield assets for optimal, more sustainable, and cost-effective airport performance.

Also known as Nancy-Bird Walton Airport, WSI is a greenfield project being built from the ground up. The project aims to improve access to aviation services in the region and resolve the capacity issue in the Sydney basin.

Western Sydney Airport (WSA) Co Ltd, the company set up by the Australian government to develop and operate the new airport, is looking to adopt state-of-the-art technology while focusing on sustainability and environmental impacts.

ADB SAFEGATE was subcontracted the airfield lighting component of the project by the contractor, a joint venture between CPB and Acciona.

"We are excited to be part of Australia's largest aviation industry project," enthused ADB SAFEGATE's vice president for Australia & New Zealand, Christiaan Schenk.

## NEW SINGAPORE OFFICE FOR MUNICH AIRPORT INTERNATIONAL



Munich Airport International (MAI) – the international business subsidiary of Munich Airport – has strengthened its commitment to the Asian aviation market by opening an office in Singapore.

MAI notes that it has considered Asia-Pacific a key market since its early days when it worked on its first international project at Kuala Lumpur International Airport. It has since worked in India, Thailand, Singapore, Japan and Nepal among other countries across the region.

The new regional office is headed by Simon Lotter (pictured above), who joined Munich Airport as a consultant in 2011 as part of the ORAT project at Hamad International Airport in Doha.

MAI's managing director, Lorenzo di Loreto, said: "Our Singapore office is the next milestone in MAI's strategic growth in the region and clear proof of our strong and ongoing commitment to our partners, customers and projects in Asia-Pacific."

"This office will receive full support from MAI headquarters and will embody our strengths and 5-star airport operations expertise at its best."

Lotter enthused: "I am looking forward to being closer to my customers and projects. With our new office in Singapore we are not only present but also ready to build a platform on our combined international and regional experience for further growth in areas of management, consulting, training and, equally relevant, innovation such as advanced air mobility, sustainability, capacity utilisation and passenger experience."

## COLLINS AEROSPACE TO COLLABORATE WITH MATERNA IPS

Collins Aerospace and Materna IPS have signed a Memorandum of Understanding (MoU) to work together to provide passenger processing for airlines and airports around the world.

This focus on creating value from data is a key aspect of this collaborative approach and will, they argue, result in increased efficiencies and enhanced passenger experiences.

"Materna IPS's self-service solutions are in line with increasing demand for a full end-to-end self-service journey and complement Collins' commitment to delivering the next generation of digital solutions to the global aviation ecosystem," said Rakan Khaled, general manager of airport solutions at Collins Aerospace.

"Passengers today expect a faster, intuitive and seamless experience," said Dr Georg Oschmann, managing director of Materna IPS.

"Our systems, combined with Collins decades of integrated and intelligent solutions, that touch every aspect of air travel, will give airlines and airports the tools they need to adapt for the needs of increased passenger growth."



## OPTIMISING AIRPORT SLOTS AND CAPACITY PLANNING

Veovo has formed a global strategic partnership with OneAlpha, an Australian based airport slot management and capacity planning company, giving operators the ability to streamline the slot approval process while maximising the use of runway, apron and terminal capacity and resources.

James Williamson, CEO of Veovo, said: "At Veovo, we continue to seek smarter ways to use new technologies and collaborate with partners with the goal of making airport operations more efficient."

"The strategic partnership with OneAlpha is an important step forward in removing many manual airport processes to facilitate better, faster operational decision-making across all time horizons, from slot management and capacity planning to the day of operations."



## AMADEUS EXPANDS PRESENCE IN AUSTRALIA AND NEW ZEALAND

Port Hedland International Airport, based in a remote area of Western Australia and in the midst of a terminal redevelopment programme, has become one of the first regional airports in the Antipodes to embrace the cloud for common-use check-in and boarding systems.

The airport expects that turning to the cloud will give it an edge when it comes to passenger processing and sustainability and, as a result, has been able to retire traditional workstations.

Another benefit of the new cloud technology – courtesy of Amadeus' Airport Cloud Use Service (ACUS) – is that it is expected to facilitate better collaboration within the airport itself as all stakeholders from airport to airline and ground handling staff can access critical passenger handling applications from anywhere, using an internet connection.

This includes the deployment of passenger systems and tools to off-terminal and off-airport locations, a strategy which could be implemented to reduce queues at the terminal and improve the service offered to passengers.

Such benefits have also convinced Wellington Airport to move to Amadeus ACUS, allowing the New Zealand gateway to offer a personalised service to passengers at check-in and boarding when flying with six airlines that include Qantas, Jetstar and Fiji Airways, by logging onto ACUS to access the airline system they need.

Talking about the benefits of ACUS to his gateway, Wellington Airport's head of technology, Jeremy Burrows, said: "It means we've been able to retire 37 traditional workstations and ten servers, replacing them with modern thin clients which are ten times more energy efficient. It's good for our bottom-line and for the planet to be greatly reducing our energy consumption like this."

## WBP PROFILES



### COLLINS AEROSPACE

**Location:** Singapore

**Type of business:** IT and Communications

**W:** [www.collinsaerospace.com](http://www.collinsaerospace.com)

Airports, airlines and ground handlers around the globe rely on Rockwell Collins' ARINC integrated airport solutions. The company's products and services are used in over 100 airports worldwide to meet the challenges of growth in the number of air travellers and ever-increasing security measures. Its efficient and cost-effective shared systems feature biometric identity management for use at check-in, security access points and boarding gates including use with self-boarding gates and common use check-in on tablet devices.

### L&B WORLDWIDE AUSTRALIA

**Location:** Australia

**Type of business:** Consulting & Management

**W:** [www.landrum-brown.com](http://www.landrum-brown.com)

Landrum & Brown, Inc. (L&B) is an internationally recognised aviation planning and consulting firm with over seventy years of service to the commercial aviation community. The technical capabilities of L&B are organised into four areas of expertise: Airport Facilities and Operations Planning; Environmental Planning; Terminal Planning; and Financial Planning and Program Implementation. These specialised resources provide Landrum & Brown with the ability to respond to large scale and technically challenging assignments that include forecasting, conceptual planning and design, financial feasibility, environmental approval and programme implementation.

### SMITHS DETECTION (ASIA-PACIFIC)

**Location:** Singapore

**Type of business:** Equipment

**W:** [www.smithsdetection.com](http://www.smithsdetection.com)

Smiths Detection is a world leader in products and systems to detect and identify threats, safeguarding society against terrorism and criminality and protecting emergency responders and the armed forces. Its government regulated technologies detect explosives, chemical, biological and radiological threats, and narcotics and it has developed powerful X-ray screening systems to identify dangerous and illegal objects. Smiths Detection take science out of the laboratory and put it in the hands of security professionals.



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