



# ACI Asia-Pacific Year in Review 2021



ACI Asia-Pacific advances the collective interests of the region's airports with governments and international organizations, and leads, facilitates and promotes professional excellence in airport management and operations.



*ACI Asia-Pacific Year in Review 2021*  
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## MESSAGE FROM THE PRESIDENT

The COVID-19 pandemic continued to take the airport industry into uncharted territories in 2021. There were glimpses of hope as we observed domestic traffic rebounding in some countries and international traffic making headway in others whilst vaccination rates increased and travel restrictions were progressively lifted. However, the battle was not over. The coronavirus evolved, with each variant triggering new concerns and setbacks.

Despite the challenges, it would be remiss for us not to acknowledge and appreciate ACI Asia-Pacific and its community for tirelessly persisting and advocating for the benefit of our members. They have partnered and joined forces with industry stakeholders in the journey towards recovery and rebuilding.

While we were not able to meet in-person, there were many online opportunities for subject matter experts, committee members and World Business Partners to converse, share experiences and best-practices. Beyond dealing with the current challenges of the pandemic, our ACI colleagues continued delivering on the full range of the association's priorities relating to the future of airport operations and business. In particular, we were heartened to have reached an industry consensus and commitment to be Net Zero

Carbon Emissions by 2050. These and other topics are highlighted in this Year in Review, which I invite you to peruse.

Our airport operators' and World Business Partners' continued membership with ACI Asia-Pacific is encouraging and appreciated. Your commitment has motivated the Regional Office to persevere and maintain its support. We look forward to engaging at more in-person events again in the coming year.

My fellow Regional Board Directors have continued demonstrating exceptional leadership and rich experience, for which I am grateful. I believe that our region still holds tremendous potential and we will build back better and stronger than before.

**Lee Seow Hiang**  
President  
ACI Asia-Pacific

## MESSAGE FROM THE DIRECTOR GENERAL

The year 2021 continued to play out against a backdrop of extreme challenges and consequences of the COVID-19 pandemic to the detriment of the airports industry and our members in Asia-Pacific and the Middle East.

Despite the development of the variants and in particular the Omicron variant which erupted as 2021 was winding down, our members in the Middle East reported signs of recovery, due to the increased vaccination rates, uplifting of travel restrictions, among other things. Unfortunately, the same could not be said for some major markets in Asia-Pacific where there were still significant restrictions amid uncertainties and surging infection rates.

ACI Asia-Pacific continued focusing on ensuring airport members' operations and public health measures were implemented in accordance with ICAO CART recommendations. We were encouraged by airports in our region achieving or renewing their Airport Health Accreditation, demonstrating commitment to providing safe environments for passengers to confidently travel again.

Due attention was also given to the economic survival of the industry and safeguarding interests of our airport members. Acknowledging our region includes airports in countries which vary widely in terms of their policies and priorities in the response to the pandemic, many dialogues were held with governments, policymakers, urging and advocating for government support to the industry, to adopt risk-based approaches and standards towards digitalization and international harmonization of travel processes.

We acknowledge much remains to be done for many areas of uncertainty, including onerous administrative travel requirements, quarantine, redundant tests and a lack of mutual recognition of vaccination credentials via interoperable digital solutions. It is to this end which ACI Asia-Pacific will continue appreciating the support our members and World Business Partners in our mandate to be the voice of the airports.

**Stefano Baronci**  
Director General  
ACI Asia-Pacific



# ACI ASIA-PACIFIC REGIONAL BOARD

## EXECUTIVE COMMITTEE

President



**Seow Hiang LEE\***  
Changi Airport Group (Singapore) Pte Ltd  
Singapore

First Vice President



**Emmanuel MENANTEAU**  
Cambodia Airports  
Cambodia

Second Vice President



**H.E. Ali Salim AL MIDFA**  
Sharjah Airport Authority  
U.A.E.

Second Vice President



**SGK KISHORE\***  
GMR Hyderabad International  
Airport Limited  
India

Secretary-Treasurer



**Sheikh Aimen bin Ahmed AL HOSNI\***  
Oman Airports Management Company  
Oman

Immediate Past President



**Tan Sri Bashir Ahmad ABDUL MAJID#**  
GMR Airports Limited  
India

## REGIONAL BOARD DIRECTORS



**Mohamed Youisf  
AL-BINFALAH**  
Bahrain Airport Company SPC  
Bahrain



**Nicolas CLAUDE**  
Airport International Group  
Jordan



**Geoff CULBERT\***  
Sydney Airport  
Australia



**Jerry DANN**  
Taoyuan International Airport  
Corporation Ltd  
Chinese Taipei



**Gert-Jan DE GRAAFF**  
Brisbane Airport Corporation  
PTY Limited  
Australia



**Videh Kumar  
JAIPURIAR**  
Delhi International Airport Ltd  
India



**Fred LAM\***  
Airport Authority Hong Kong  
Hong Kong SAR



**Quoc Phuong NGUYEN**  
Airports Corporation  
of Vietnam  
Vietnam



**Yun QIN**  
Shanghai Airport Authority  
China



**Jean Michel RATRON**  
Aéroport de Tahiti  
French Polynesia



**Dato' Mohd Shukrie  
Mohd SALLEH\*\***  
Malaysia Airports Holding Bhd  
Malaysia



**Nitinai  
SIRISMATTHAKARN\***  
Airports of Thailand Public Co.,  
Ltd. Thailand



**Akihiko TAMURA\***  
Narita International  
Airport Corporation  
Japan



**Yoshiyuki YAMAYA**  
Kansai Airports  
Japan



**Kejian ZHANG**  
Guangdong Airport Authority  
China



**Greg FORDHAM**  
Airbiz Aviation Strategies  
Pty Ltd  
WBP



**Eng. Suleiman AL BASSAM**  
General Authority of Civil Aviation  
Saudi Arabia



**Xue Song LIU\***  
Beijing Capital International Airport  
Co. Ltd  
China

## SPECIAL ADVISORS

\*\*Stepped down in October 2021

\*World Governing Board Member

# Regional Advisor on World Governing Board

As of December 2021



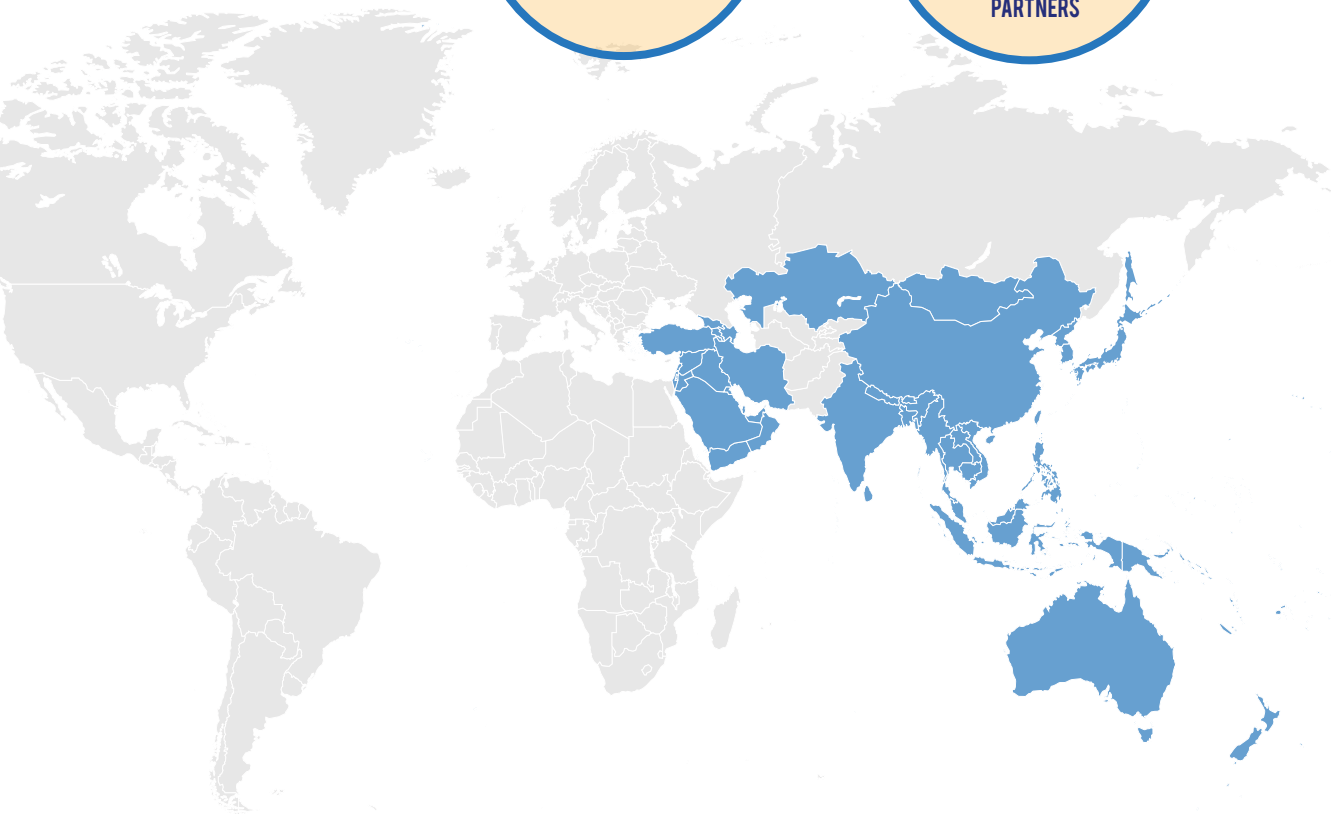
# ACI ASIA-PACIFIC IN NUMBERS

**127**  
REGULAR MEMBERS  
*+10 from 2020 to 2021*

**611**  
AIRPORTS OPERATED  
*+7 from 2020 to 2021*

**49**  
COUNTRIES / AREAS

**80+**  
WORLD BUSINESS PARTNERS



**67**  
AIRPORTS ACCREDITED

**AIRPORTS WITH NET ZERO EMISSION PLEDGE**

**17**  
AIRPORTS



**67**  
AIRPORTS ACCREDITED & RENEWED IN 2021



Airport Service Quality

**30**  
AIRPORTS AWARDED FOR ASQ ACHIEVEMENTS IN 2020

**VOICE OF THE CUSTOMER RECOGNITION**

**82**  
AIRPORTS RECOGNIZED



**14K+**  
SOCIAL MEDIA FOLLOWERS

**16K+**  
SOCIAL MEDIA ENGAGEMENTS

**36K+**  
SOCIAL MEDIA TRAFFIC

As of December 2021

# COVID-19 RESPONSE

Since the onset of the COVID-19 outbreak in early 2020, ACI Asia-Pacific has responded by prioritizing efforts to support members whose airport operations and businesses were adversely impacted by the pandemic.

## ACI Asia-Pacific COVID-19 Task Force

The ACI Asia-Pacific COVID-19 Task Force consisting of members from airport operators and World Business Partners, continued serving as the platform for sharing operational best practices in the prevention of the spread of the virus at airports. Members of the Task Force also utilized this forum as a means of providing updates on respective countries' latest regulatory directives and international travel restrictions across the region. During 2021, the Task Force played a very important role of providing timely input and insights in support of ACI Asia-Pacific's advocacy efforts with governments in relation to the pandemic.

Developed in consultation with the Task Force, ACI Asia-Pacific published a position paper "Key consideration on COVID-19 Testing Protocols and Health Identification for International Travel". The paper provided practical considerations in regards to the implementation of COVID testing and the verification of health-related documents at airports which should be duly considered by policymakers at national and regional levels.

In addition, the Task Force continued surveying members to track COVID-19's impact on airport operations. The COVID-19 survey reports since the beginning of the pandemic can be referred [here](#). The 4th and 5th rounds of COVID-19 survey conducted in March and November, respectively, focused specifically on:

- The impacts of COVID-19 on travel restrictions, testing and quarantine regimes applied by States in the region; and
- The operational challenges on health documents checks at airports and the application of digital health pass.

## Advocacy for Border Reopening and Relaxation of COVID-19-related Travel Restrictions

Throughout the year, ACI Asia-Pacific also continued working closely with ICAO and regional authorities to facilitate a closer collaboration between public health and civil aviation authorities in the reopening of borders. The Regional Office was invited to speak and represent airports' interests at a number of regional COVID-focused meetings and webinars organised by ICAO's Asia and Pacific, and Middle East regional offices, ASEAN, EASA and more.



Moreover, ACI Asia-Pacific hosted a number of dedicated webinars at national level for governments and airports throughout the year and provided latest state of the industry updates, while advocating for gradual lifting of travel restrictions.

## Airport Health Accreditation

The Airport Health Accreditation programme was launched in July 2020. Airports achieving accreditation demonstrated they have vigorously ascribed to the health measures and procedures in response to the pandemic and in accordance with the ICAO Council Aviation Recovery Task Force recommendations (CART). Health measures and procedures assessed include cleaning and disinfection, physical distancing, staff protection, and passenger communications and facilities, just to name a few.

63 airports in Asia-Pacific and 4 airports in the Middle East achieved accreditation or had their accreditations renewed for a second year during 2021.

# COMMUNICATIONS, EVENTS & ACTIVITIES

Despite the limitations of the pandemic, the Regional Office sought to creatively engage with members through a variety of events, communication campaigns and meetings.

## International Women Day

With a view to promote gender diversity within the airport industry, ACI Asia-Pacific ensured that female airport leaders from across Asia-Pacific and the Middle East were centre stage on International Women's Day on March 8, 2021.

The campaign tagged onto the United Nations Women's theme of 'Women in leadership: Achieving an equal future in a COVID-19 world'. Extending the global day celebrating the social, economic, cultural and political achievements of women to a full week, 9 female leaders from the association's member airports gave candid answers and perspectives to the following questions:

- How have/can women contribute to the COVID-19 recovery in aviation?
- How can women support each other?
- What positive signs of gender equality are you seeing?
- What advice do you have for women entering the aviation industry?

Representatives from airport operations, commercial development, communications, human resources, marketing and professor from Adelaide Airport, Airport Authority Hong Kong, Angkasa Pura I, Bahrain Airport Company, Bangalore International Airport, Changi Group Singapore, Hamad International Airport, Incheon Airport and Kansai Airports gave their full support to this important initiative, culminating in a week of inspiration and insights.







#### @ACIAPAC Online

In light of the evolving events landscape and persisting challenge to travel and in lieu of the traditional annual conference and exhibition, the Regional Office launched a virtual event series, @ACIAPAC Online, where airport members, World Business Partners (WBPs) and industry stakeholders could interact with one another. The 8-session series spanned from 27 April through 22 June, whereby interviews and discussion panels were streamed live every Tuesday at 14:00 (Hong Kong time).

The sessions included interviews with airport CEOs, as well as presentations and discussions covering the range of recovery activities and initiatives arising from the COVID-19 pandemic which have wreaked havoc on the aviation industry and the global economy. WBPs had the opportunity to engage hands on as session hosts or moderators on some of the panels.

Over 700 hundred attendees registered to view the series over the 8 sessions. The playback videos of the 8 sessions were subsequently loaded to ACI Asia-Pacific's newly launched YouTube channel and have amassed over 1,400 views.

#### Long Term Carbon Goal

In June, the ACI community also made a significant milestone with the announcement of a major commitment towards combatting climate change. A comprehensive ACI World study, conducted by World Business Partners, Airbiz and ICF, concluded that it is feasible for the world's airports to decarbonise and achieve net zero carbon emissions by 2050.

Thus, on 8 June, ACI World and the five ACI regions – in collaboration with members – created a long-term carbon goal for their member airports:

*“ACI member airports at a global level commit to reach net zero carbon emissions by 2050 and urge governments to provide the necessary support in this endeavor.”*

Signifying their support and commitment, airports represented in ACI Asia-Pacific's Regional Board contributed to the region's advocacy messaging and a video to complement the announcement.

#### September Security Month

To raise awareness of the role and importance of airport security among the broader airport community and travelling public, ACI Asia-Pacific launched a September Security Month campaign. Throughout the month, insights from ICAO, airport members and World Business Partners were featured, noting the diversity of security topics, challenges and solutions. Ultimately, the message being delivered was security is everybody's responsibility.

The effort coincided with ICAO's Year of Security Culture. To support this campaign, and to fill the gap of a lack of practical guidance materials on airport security culture, the Regional Aviation Security Committee developed a guidance document to help airports better understand what security culture is, and provided practical guidance on how to promote and assess the security culture both within the airport organisation and with external stakeholders. A video mini-series was also developed and promulgated across the regions with a view to provide some basic, key information pertaining to aviation security.

#### Middle East Trip

The year rounded up with some in-person engagements in which ACI Asia-Pacific Director General, Stefano Baronci and Manager of Security and Facilitation, Gary Leung undertook to visit a few airport members in the Middle East.

First stop was Bahrain. A combination of in-person and virtual meetings were held with Bahrain Airport Corporation's senior executives, subject matter experts and industry stakeholders such as officials and ministers from the World Health Organization (WHO) and Bahrain's Ministry of Health, Civil Aviation Affairs, and Ministry of Transportation & Telecommunications. There was also opportunity to experience the new terminal building, which opened earlier in 2021. The fruitful deliberations resulted in some action plans which would help advance the interests and operational excellence of the airport.



The second stop was in the United Arab Emirates (UAE), where similar meetings were held with Abu Dhabi Airports Company (ADAC), operator of Abu Dhabi International Airport, Al Ain International Airport and the smaller gateways of Al Bateen, Dalma and Sir Bani Yas.

The deliberations and exchanges also paved the way for further advancing the interests and operational excellence of all ADAC's airports.

Being in the UAE facilitated other invaluable in-person meetings with members at Dubai Airports and Sharjah International Airport, and experiencing the exceptional hospitality from the airport members. The final leg of the Middle East engagement meetings was in Saudi Arabia where ACI Asia-Pacific was warmly welcomed by His Excellency the President of GACA, Mr. Abdulaziz bin Abdullah Al-Duailej in Riyadh Engr. Suleiman Al Bassam, VP of Airports at GACA, who also serves as a Special Advisor on the ACI Asia-Pacific Regional Board.

The visit in Saudi Arabia included tours of multiple airports, beginning with Dammam Airports Company, at King Fahd International Airport. Discussions there circled around opportunities to strengthen cooperation and partnership with each other and industry stakeholders.

The tour continued with visits and meetings at Al Ula International Airport, Jeddah International Airport, and NEOM, learning about the various ambitions and commitments in the design and construction of the airports.

ACI Asia-Pacific was also privileged to have audience with Her Highness Princess Haifa Al Saud and her team, speaking together on the potential to further promote tourism in Saudi Arabia and the Gulf Coast Countries. In all, the visit in Saudi Arabia punctuated a successful engagement with some of the airport members in the Middle East.







## 16<sup>TH</sup> ACI ASIA-PACIFIC REGIONAL ASSEMBLY

For a second year in a row, the 16<sup>th</sup> ACI Asia-Pacific Regional Assembly continued to be impacted by the pandemic and had to be held virtually on 31 March 2021.

The virtual Assembly was presided over by the President of the ACI Asia-Pacific Regional Board and CEO of Changi Airport Group, Mr. Seow Hiang Lee. A key highlight was the confirmation of five new Board Directors.

The new Board Directors are:

- Nicolas CLAUDE, Airport International Group, Jordan
- Jerry DANN, Taoyuan International Airport Corporation Ltd., Chinese Taipei
- Dato' Mohd Shukrie MOHD SALLEH, Malaysia Airports Holdings Berhad, Malaysia
- Quoc Phuong NGUYEN, Airports Corporation of Vietnam, Vietnam
- Videh Kumar JAIPURIAR, Delhi International Airport Ltd, India

Mr. Lee commented that the challenge before the Regional Board is to drive the strategic direction of ACI Asia-Pacific during the restart and recovery phase while at the same time positioning the industry to resume its growth trajectory. Hence, the unique background and perspective each new Board Director brings will positively add to the task at hand.

6 new airports operators from Australia, India New Zealand and Saudi Arabia were also welcomed into membership, bringing the total at that juncture to 123 members operating 606 airports in 49 countries and territories.

Besides some obligatory administrative updates on the Regional Office's financial health, ACI Asia-Pacific's Director General Mr. Stefano Baronci also presented 2020 traffic figures and weekly traffic monitoring statistics. These reflected the region was undergoing a long and crucial transition.

Members present also received reports on a wide range of topics including COVID-19 economic impact analysis and updates on the various ACI programs. The updates also included results of a survey of members on their responses and initiatives in the face of the pandemic, as well as details on the updated guidance of WHO regarding smart vaccine certificate. The Regional Office's advocacy efforts with many countries facilitating airport recovery were expected to continue, with a view to give due attention to smaller airports which may be less-resourced in developing nations and more adversely impacted by the pandemic and border closures.

## WORLD BUSINESS PARTNERS

The WBP Annual Meeting 2021 was held successfully on 18 September 2021 with close to 40 participants representing 30+ companies from the region's World Business Partners dialled in. Most members dialling in were from Southeast Asia with the rest of the participants hailing from Asia, Australia, New Zealand, the Middle East, and even the Pacific islands.

ACI Asia-Pacific Director General, Mr. Stefano Baronci and the ACI WBP Advisory Board chairperson, Mr. Andrew Ford welcomed members by giving industry and association updates.

A key highlight of the meeting was the presentations by two greenfield airports in the region. Noida International Airport gave an update to members in the recent progress and developments in Jewar, India while Western Sydney Airport also shared the significant progress made in gearing up for this major infrastructure project in Sydney, including plans to commence runway construction by next year.

The meeting was closed out with remarks from Mr. Greg Fordham, Managing Director of Airbiz who also serves as the WBP representative director on the ACI Asia-Pacific Regional Board. WBP members were encouraged to continue supporting and engaging in the endeavours of the association.

### New partners

In 2021, ACI Asia-Pacific welcomed 16 new WBPs to its community.

### Regular:

- Alton Aviation Consultancy
- Marsh Pty Ltd
- Moodie Davitt Report Asia
- National Firefighting Manufacturing FZCO (NAFFCO)
- Smart Airport Systems

### Affiliate:

- ADB SAFEGATE
- ALG
- Cirium
- ICF
- Everbridge, Inc.
- Materna IPS GmbH
- McKinsey & Company
- Skypoints Pte. Ltd.
- Transoft Solutions (Australia) Pty. Ltd.
- Veovo
- Yamuna International Airport Private Limited

WBP members continued engaging and contributing to the ACI community by sharing blogs, articles and interviews on ACI Asia-Pacific corporate website's "Perspectives" page. Some examples include Amadeus, Cirium, Kone, National Parking Company (Mawgif), Yamuna International Airport, Veovo, sharing thought leadership, industry trends or case studies.

Some WBPs also made use of other ACI Asia-Pacific digital channels to promote, market and enhance visibility of their businesses and activities.



WBP Annual Meeting 2021





# OUR PRIORITIES



Aviation  
Security



Operational  
Safety



Airport  
Economics



Environment



Human  
Resources



# AVIATION SECURITY

## Year of Security Culture Amid COVID-19 Pandemic

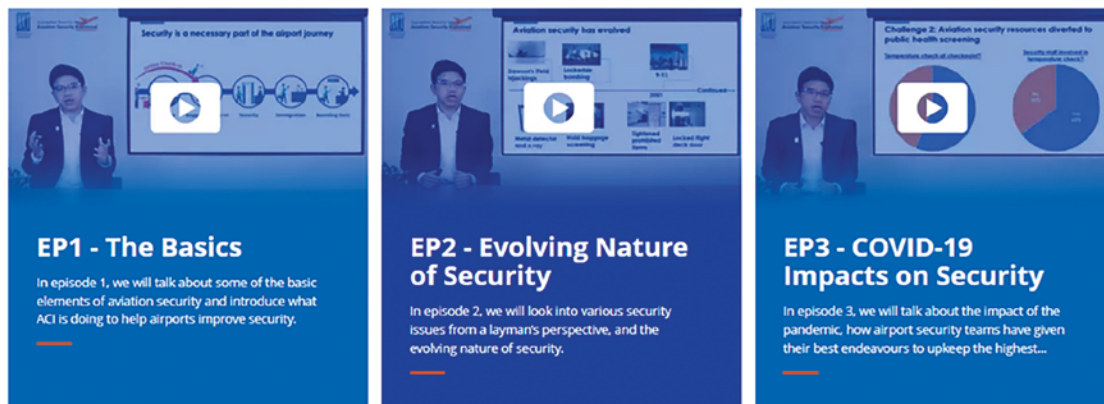
The COVID-19 pandemic continued casting a shadow over the recovery of the aviation industry throughout 2021. The key priorities for most airport operators in the region were to minimise the risk of transmission and ensure the health and wellbeing of passengers and staff while at the airport. Despite the emphasis on the implementation of health and sanitary measures during these challenging times, it was equally important for airports not to take for granted the need to maintain the highest level of security at all times. ICAO's designation of 2021 as the Year of Security Culture (YOSC) came at the right moment to reiterate the importance of aviation security and the critical role of staff and passengers in safeguarding airports from malicious terrorist attacks.

In support of ICAO's YOSC initiative and in commemoration of the 20<sup>th</sup> anniversary of the attacks of 9/11, ACI Asia-Pacific launched an online promotional campaign September Security Month with an aim to raise security awareness among security professionals, aviation communities and the wider public audience. The campaign featured opinion articles and materials from ICAO, airport members and World Business Partners on the challenges and solutions in security operations. A series of short videos were also created by the Regional Office on various security issues from a layman's perspective.

In addition, the ACI Asia-Pacific Regional Aviation Security Committee (RASC) released in September the first edition of "A Guide to Promoting and Assessing Security Culture for Airports". Written specifically from the perspective of airport operators, the Guide provides hands-on examples to help airports promote security culture, including methods for raising security awareness among general staff through training, communication, reward system and more. The document provides practical tools for assessing the effectiveness of security culture. One of the tools included in the document is a template security culture survey designed to be used by airports of all sizes.

Throughout 2021, the Regional Office was also invited to present on ACI's work and efforts on security culture at a number of online meetings and webinars hosted by the ICAO's Asia and Pacific, and Middle East regional offices.

Last but not least, the RASC continued meeting virtually despite the COVID-19 pandemic, with two committee meetings held in June and December. Apart from sharing best practices on the promotion of security culture, a number of emerging security threats, such as the rising number of civil unrest activities at airports and potential threats to air cargo security, were discussed during the meetings. The group also agreed on the committee workplan for 2022 and the potential topics for advocacy to regional authorities and policy makers for the next two years.



A series of short videos featuring different security issues during September Security Month can be viewed online



Guidance document on security culture developed by the RASC





# OPERATIONAL SAFETY

## Safety Remains Priority Despite Pandemic

Despite travel restrictions generally applied in Asia-Pacific during the second year of COVID-19 pandemic, airport safety managers in the region continued meeting online to discuss topical safety issues through the meetings of the Asia-Pacific Regional Operational Safety Committee. During the year the Committee:

- Published two guidelines on Global Reporting Format (GRF) for Runway Surface Conditions and on removal of disabled aircraft;
- Finalized the guidelines on hazard identification; and
- Initiated the drafting work on aerodrome operations under lightning.

In October, the committee met with the International Federation of Airline Pilots (IFALPA) to discuss GRF, the issuance of NOTAMS, and safety in general. The meeting concluded with the agreement airports should reduce the number of NOTAMS as much as practicable with due consideration for safety and regulatory compliance and to include pilots in runway safety teams and airport safety committees.

The Committee organized several safety events during the year. The first was a seminar held in June on the integration of A-CDM and ATFM jointly

organized with ICAO and CANSO. The second was a seminar on GRF held in August, jointly organized with IFALPA, IFATCA, IFAIMA and ICAO. Lastly a session amongst committee members was held on 11 November, i.e. one week after the application of GRF, to review the implementation of GRF in the region.

Because of the challenges posed by online meetings, the Committee decided to extend the terms of its Chair and Vice Chair, Messrs. Narayanasamy Venkatachalapathy (Hyderabad) and José Manuel Cohen Marçal (Macau) for one year to the end of 2022.

Considering the NALB (No Airport Left Behind) strategy as part of the region's three-year safety plan 2021 – 2023, video calls were made with small airports in developing countries to better understand their needs in safety and offer help accordingly.

In the spirit of NALB, the Director General of ACI Asia-Pacific addressed an audience of the Director Generals of Civil Aviation Authorities of Pacific Small Island Developing States (PSIDS) at an ICAO APAC special session in November on safety and COVID-19 related issues.



The safety committee meet with IFALPA to discuss GRF and NOTAMS



# AIRPORT ECONOMICS

## 2021 Passenger Traffic Tracking and Forecasts

ACI Asia-Pacific has been tracking the passenger traffic since the onset of COVID-19 in early 2020. Preliminary passenger traffic data from over 30 airports, accounting for over 30% of the total passenger traffic in Asia-Pacific and the Middle East combined, showed the recovery in 2021 was largely flat due to periodic resurgence of COVID-19 cases in major markets. Throughout the year, passenger traffic fluctuated around the level of -70%, compare to 2019. The wild spread of the Omicron variant, and the renowned travel restrictions in some markets have cast a shadow over the recovery in the region.

The Economics Team also worked with ACI World in providing regional specific insights in the quarterly COVID-19 economic impact assessments on airport passenger traffic and revenue forecasts.

## Regional Economics Committee

In February 2021, the Regional Economics Committee elected Mr. Nagy Abu Zeid of Oman Airports as the new Chair and Mr. M. Fariz Qisti M. Takwir of

Malaysia Airports Holdings Berhad as Vice Chair. Together, they will lead the Committee for 2021 and 2022, and ensure the Committee's work plan remains relevant to the fast-evolving environment.



Mr. M. Fariz-Qisti M. Takwir

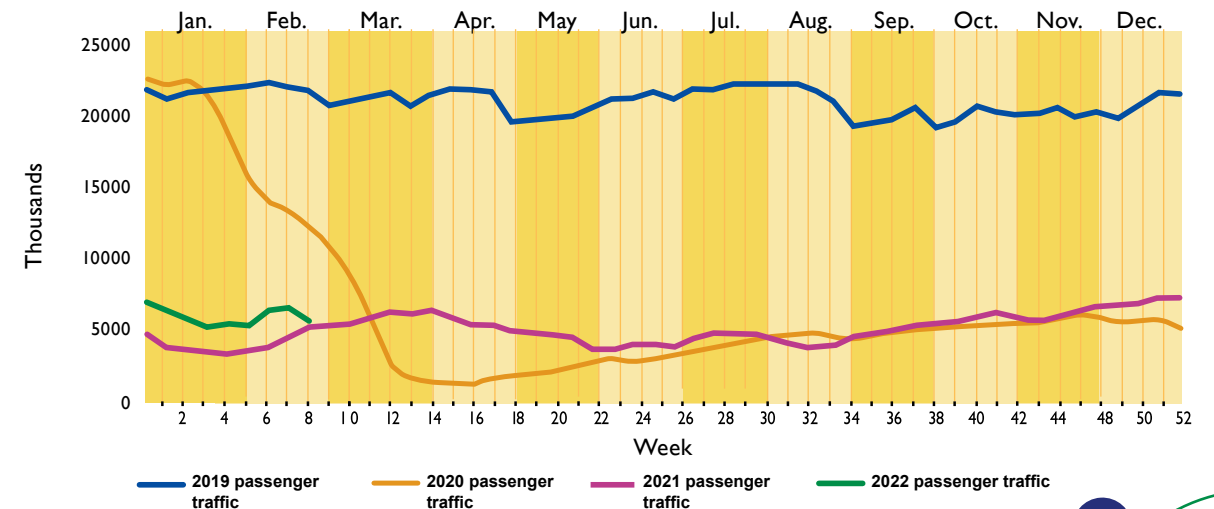


Mr. Nagy Abu Zeid

## Assessing financial pressure of the COVID-19 induced measures on airports

The Committee conducted a survey in September to assess the financial burden of COVID-19 induced measures, which included health screening, personal hygiene and protection, technology upgrades, etc. The results showed the costs were limited and insignificant

## TOTAL AIRPORT PASSENGER TRAFFIC(COVID-19):SELECTED AIRPORTS IN ASIA-PACIFIC AND THE MIDDLE EAST



due to low traffic volume among most member airports in the region. In addition, subsidies from governments helped keeping the costs down. The Committee will continue to monitor the cost implications as traffic recovers.

### [Airport resource optimization best practices](#)

Since the advent of COVID-19, our member airports have been suffering from the drastic decline in passenger traffic and revenue, while having little ability in reducing the fixed costs of operating immovable infrastructure.

Despite the financial challenges, some of our member airports have been proactive in optimizing their limited resources by investing in a range of initiatives to enhance operation efficiency, improve hygiene standards and restore passengers' confidence. The Committee served as the platform for members to learn from each other and share best practices. In the online meeting in October, the Committee enjoyed the presentations from Beijing Capital International Airport, Delhi International Airport and Iran Airports on their initiatives in the deployment of touchless technologies, application of biometrics equipment and implementation of clean energy programme.

### [A new analytical product - The Airport Industry Outlook](#)

The Airport Industry Outlook was launched by ACI Asia-Pacific, with the objective to provide quarterly analyses of industry data on recovery trends over 2022-2023. The aim is to make the Outlook a permanent product beyond the crisis. Another key objective of the Outlook is to move away from relying on traditional datasets which are usually delayed and conduct fast, high-frequency data collection and analyses, with a scope that includes passenger and cargo traffic, aircraft movement, supply and demand analysis, airport financial performance, and other sector-specific analyses such as sustainability and privatization. ACI Asia-Pacific envisions the Outlook to provide high-level snapshots of the industry, which would help our member airports and World Business Partners gain insights on near- to short-term projections.

A Request For Proposal (RFP) was launched in November. After careful and diligent evaluation of the submissions, ACI Asia-Pacific has commissioned Mott MacDonald for the development of the Outlook. The first edition is expected to be released in May 2022.

### [Sustainability - Environmental, social and corporate governance \(ESG\)](#)

Acknowledging the importance of sustainability and ESG as the industry recovers from the impacts of COVID-19, the Committee welcomed guest speakers from the

Regional Environment Committee in their online meetings in 2021. The objective of the collaboration between the two Committees was to raise awareness of the latest environment related matters, which include the Long-Term Carbon Goal, climate change adaptation and noise management. Nonetheless, the social and corporate governance components of ESG are equally crucial in building resilience to withstand future shocks. In 2022, the Committee will prioritize its focus in promoting the ESG framework and aligning understanding of the concept among Members as part of an effort to facilitate sustainable recovery.

### [Support to ACI World](#)

Throughout 2021, the Committee also contributed to a number of ACI World initiatives, including the annual ACI World Airport Economic Survey, the Value Creation by Airport Groups Study and the Policy Brief on Airport Charges Framework.

### [ICAO The Airport Economics Panel](#)

ACI Asia-Pacific member airports appreciated ACI World's efforts at ICAO's Airport Economic Panel in November, where they advocated for modernizing global policy frameworks on airport charges so as to ensure the efficient use of infrastructure.

Airports in Asia-Pacific and the Middle East which have been operating under the light-handed economic oversight model contributed invaluable insights towards these advocacy efforts. Experiences shared by these airports also demonstrated how such economic oversight model could ascertain the appropriate airport charges frameworks to best serve the interests of the travelling public and local communities. Arising from these efforts, regulators duly recognized markets' needs for the efficient use of infrastructure. Commercial agreements between airlines and airports also contribute to the changing competitive landscape.

### [Slot Allocation](#)

ACI Asia-Pacific member airports continued active engagements in the policymaking process with regard to airport slots through the Regional Slot Task Force, and the global Expert Group on Slots (EGS) platform. Slot allocation and airport capacity management are areas of the airport business undergoing significant disruptions, requiring concrete solutions to enable the new normal, enhanced airport capacity management and resource planning, and fostering an approach responsive to specific market circumstances. ACI Asia-Pacific was especially grateful to its leading experts on slots from Fukuoka, Singapore, Dubai, Sydney, Doha, Delhi and Narita airports, noting their contributions to the discussions on airport slot alleviation measures.



# ENVIRONMENT

Climate change mitigation remained a priority in the environmental sustainability agenda in 2021 as the aviation industry prepared to build back sustainably post-pandemic. We saw an increasing number of States and airports in the region stepping up and declaring commitments to Net Zero Carbon Emissions as their Long-Term Carbon Goal. The Regional Office continued its efforts in capacity building and best-practices sharing to assist and facilitate airports in their journeys to sustainable recovery, operation and growth.

### [Advocacy](#)

In anticipation of the projected surge in passenger traffic, and the corresponding proportionate carbon footprint in Asia-Pacific and the Middle East, the Regional Office eagerly urged airports to ramp up decarbonization efforts (in particular Scope 1 and Scope 2 carbon emission reduction). Efforts include equating the future with present actions such as developing use of renewable energy and embedding low carbon technologies into new operations and infrastructure, all of which contribute to achieving net zero carbon emissions without carbon off-setting.



### [Regional Environment Committee \(REC\)](#)

The pandemic may have halted air travel and airport operations, but airports' advancement in sustainable development continued with momentum. ACI Asia-Pacific's Regional Environment Committee (REC) continued expanding in 2021 with more representatives joining. REC membership comprising 33 airport members from 20 countries/ areas in the region, collectively promoted best practices sharing and addressed airport environmental issues through virtual meetings and webinar sessions, attended by over 500 participants throughout the year.

### [Long-Term Carbon Goal](#)

In response to the Special Report on Global Warming, published in October 2018, the United Nations Intergovernmental Panel on Climate Change (IPCC) called to limit global warming to 1.5°C and stated rapid and far-reaching transitions in land, energy, industry, buildings, transport, and cities would be required. In the report, the IPCC recommended all industry sectors to reach net zero human-caused carbon emissions by the year 2050.

On 8 June 2021, ACI World and the five ACI regions, in collaboration with members, made the following Long Term Carbon Goal pledge:

*“ACI member airports at a global level commit to reach Net Zero Carbon emissions by 2050 and urge governments to provide the necessary support in this endeavour.”*

The goal was set at the conclusion of a study conducted by ACI World with consultants ICF and Airbiz and sponsored by Hong Kong International Airport, Oman Airports, the Schiphol Group, San Francisco International Airport, Seattle-Tacoma International Airport, Vancouver Airport Authority, and the Greater Toronto Airports Authority.



Research on Long Term Carbon Goal Roadmaps in the Asia-Pacific region was conducted to identify the challenges, applicability and design considerations in developing airport roadmap. The findings would be used to support ACI World Airports Voluntary Decarbonization Action Plan Manual's development.

The research work delved deeper in airports with pledges to Net Zero carbon goals in Asia-Pacific and Middle East. 17 airports who have made public declarations of commitment, strategic actions or roadmap were identified. Airport leaders from many of these 17 airports were also invited to share their expertise and experience in implementing the Long-Term Carbon Goal in a webinar series organized by the Regional Office. The webinars covered a multitude of topics including:

- ACI World Long Term Carbon Goal Briefing for Asia-Pacific Region
- Airport Carbon Accreditation – Level 4/Level 4+ (Net Zero Plan)
- Global ACI Long Term Carbon Goal
- Shaping the Recovery Towards Net Zero Carbon
- Renewable Energy/ Electricity and Storage for Asia-Pacific Airports
- How to Set Long Term Carbon Goal

On 5 Oct 2021, the global air transport industry, together with ACI World, also pledged: “global civil aviation operations will achieve net zero carbon emissions by 2050, supported by accelerated efficiency measures, energy transition and innovation across the aviation sector and in partnership with Governments around the world.”

### Airport Carbon Accreditation

In the face of the operational and financial challenges arising from the COVID-19 outbreak, airports in Asia-Pacific and the Middle East were steady in their commitment, with 5 airports upgraded to the new top levels: Level 4, Transformation and Level 4+, Transition for their active planning for net zero carbon target. By the end of 2021, 61 airports in Asia-Pacific and the Middle East, covering 40.35% of the region's air passenger traffic were accredited at various levels, in recognition of their initiatives and endeavors in carbon emissions reductions.

In 2021, the Airport Carbon Accreditation mentorship initiative was introduced to pair experienced airports with potential newcomers to Airport Carbon Accreditation. Christchurch and Hamilton Airports was the first successful pair of this initiative. With strong advice, guidance and support from Christchurch Airport to aid in navigating their

journey, Hamilton Airport successfully achieved Level 1, Mapping accreditation.

### Green Airports Recognition

The Green Airports Recognition promotes environmental best practices to minimize aviation's impact on the environment and recognizes ACI Asia-Pacific's members for outstanding accomplishments in their environmental projects.

In its fifth year with “Air Quality Management” as the theme, Indira Gandhi, Hong Kong, Taoyuan, Brisbane Rajiv Gandhi and Kaohsiung Airports were recognised for their exceptional improvements and contribution to airport environmental sustainability. A complimentary publication on Green Airports Recognition 2021 was published to showcase the outstanding projects ranging from equipment power replacement, green plantation, prevention of open fire to vehicle power replacement.

To further highlight airports best practices in carbon management initiatives, Green Airport Recognition 2022 was launched with the theme centred around “Carbon Management”, inviting submission of innovative projects from the region's airports.



## GREEN AIRPORTS RECOGNITION



Indira Gandhi International Airport



Hong Kong International Airport



Taoyuan International Airport



Brisbane Airport



Rajiv Gandhi International Airport



Kaohsiung International Airport



# HUMAN RESOURCES

The COVID-19 pandemic has disrupted global economies and businesses, especially for those in the travel and aviation industry, and Human Resources (HR) has been at the heart of it. With organizations now on the cusp of recovery, the role of HR is becoming even more important.

There were more questions than answers when it came to envisioning the future impact and role of HR post-COVID-19. However, it was certain the pandemic and its inherent effect on organizations highlighted the need for adaptability and resilience in the airports' workforces, accelerating the shift towards digitalization and automation, and emphasized the importance of HR in the new normal.

## Committee Leadership

The Regional HR Committee continued under the leadership of its Chair and Vice Chairs, Ms. Justina Tan of Changi Airport Group, Ms. Florence Chung of Airport Authority Hong Kong, and Ms. Hind Mahmood of Bahrain Airport Company.

Arising from discussions since late 2020 on how airports' HR departments have coped with the initial impacts of the pandemic on the workforce and in the face of needing to adapt to a new normal, the Committee also recognized the diversity of the region's airports, where the "new normal" for one airport would look very different for another. For this reason, the Committee compiled the [Guide to preparing the airports' workplace & workforce for the new normal](#). While the Guide is not exhaustive, it highlights key issues which airport HR and administration can take into consideration when gearing up the workplace to be a safe environment for the airport's workforce under new normal circumstances.

The key issues addressed in the Guide include Communications, Wellness, Facilities Management and On the Job. The Guide included ten airport members sharing their experience, providing case studies, or examples of what steps they have undertaken as a means of knowledge and experience sharing with the broader ACI Asia-Pacific community. The Guide was published and shared with the rest of ACI Asia-Pacific's airport membership and subsequently promulgated to other ACI regions.

Besides communicating via emails, the Committee convened for an online meeting in July. In addition to the 35 committee representatives and relevant HR colleagues in attendance, the meeting was also opened up to other airport members (namely Narita International Airport Corp. and Maldives Airports Company Limited) who were not yet members of the committee but keen to glean from fellow HR professionals. Committee members shared updates with one another on initiatives from HR departments and airport colleagues coping with the challenges of the pandemic. The Vice Chairs delivered presentations on Airport Authority Hong Kong's "Staff Wellbeing Engagement" and Bahrain Airport Company's "Experience with Vaccination and Opening a New Terminal in the Midst of Pandemic".

As a sign of the times, the Regional HR Committee was not immune to the turnover seen in the industry. The Committee appreciated the contributions of outgoing representatives from Cambodia Airports, Narita International Airport Corporation, Kansai Airports, Airports Authority India and Korea Airports Corporation. Members also welcomed of the newly appointed representatives from Narita, Kansai, Airports Authority India and Korea Airports Corporation.

The Committee also deliberated over industry trends such as adapting new normal, employee retention, building employees' mindset and skillsets for the digital future of work, and business sustainability, topics addressed in recent surveys. As organizations working towards recovery, the Committee foresaw these discussions would continue to adapt to the ever-changing HR environment.

## HR Under Pandemic Survey

With a view to better understand the impact the pandemic has had from the HR perspective and the degree of transformations HR professionals have had to manage, two rounds of surveys were conducted with members of the Regional HR Committee, firstly launched in late 2020 and again in mid-2021.

As expected, the results were mixed due in part to the diversity of the region's members, extended beyond geography and culture. ACI Asia-Pacific's membership includes larger hubs as well as many smaller, regional

airports handling in developing or emerging markets and it was apparent the coronavirus did not discriminate. Thus, the survey results also rendered similar impacts, commonalities and needs among members.



The pandemic created new HR challenges and priorities for airports. The top 5 priorities are:

- Ensure business continuity, managing corporate budget and operating expenses,
- Ensure employee wellbeing and engagement,
- Develop new normal, digital strategy and the automation of company processes,
- Ensure health and safe working environment and vaccination promotion,
- Ensure continuous investments in learning & development.

The report on the survey results will be published and shared with membership in 2022.

## Young Executive Award

ACI Asia-Pacific's signature HR programme, the Young Executive Award was developed with an aim to encourage young talent development at airports in the region and stimulate professional excellence amongst future leaders. The programme is an annual research paper competition to encourage young talents in the region to contribute innovative solutions to current aviation industry issues.

The winner of Young Executive Award 2021, is Mr. David Oatley, Airport Planning Manager at Brisbane Airport Corporation, Australia. Based on his paper entitled "Passenger Facilitation under Pandemic and Its Legacy to Airport Planning", the panel of judges concluded that Mr. Oatley demonstrated extensive research, analysis and appropriate interventions with a comprehensive and keen understanding of the needs of Brisbane Airport's stakeholders.

Honourable Mentions awarded to Ms. Sagarika Madasu, Manager, Strategic Planning Group, GMR Hyderabad International Airport and Mr. Daechool Kim, Manager, Smart Airport Group, Incheon International Airport Corporation.

## Capacity Building

ACI Asia-Pacific continued supporting members' organizational development needs in leadership, health and hygiene, commercial development, master planning, safety, security and sustainability needs. The impact of the COVID-19 pandemic rendered the need to rethink how airport professionals can be trained and developed when they cannot attend in-person classes. Many members pivoted to online training opportunities. 2021 trended positively following a difficult 2020. In particular, there was a high demand for safety training, contributing 75% of overall enrolments. This was attributed to the introduction of the ACI-ICAO Global Reporting Format courses for runway surface conditions. The ACI Fund also continued supporting members in developing nations through the Small Airports Assistance Programme and Online Learning Centre Scholarship.



Mr. David Oatley



# OUR MEMBERS

COUNTRY / AREA	MEMBER	AIRPORTS
<b>AMERICAN SAMOA</b>		
PAGO PAGO	American Samoa Government	3
<b>AUSTRALIA</b>		
ADELAIDE	Adelaide Airport Limited	2
BRISBANE	Brisbane Airport Corporation Pty Limited	1
BROOME	Broome International Airport Group	1
CAIRNS	North Queensland Airports	2
CANBERRA	Canberra Airport	1
CASUARINA	Northern Territory Airports Pty Ltd	3
GOLD COAST	Queensland Airports Limited	4
HOBART	Hobart International Airport Pty Ltd	1
MELBOURNE	Australia Pacific Airports Corporation Limited	2
NEWCASTLE	Newcastle Airport Pty Ltd	1
PERTH	Perth Airport Pty Ltd	1
SUNSHINE COAST	Sunshine Coast Airport Pty Ltd	1
SYDNEY	Sydney Airport	1
<b>BAHRAIN</b>		
BAHRAIN	Bahrain Airport Company SPC	1
<b>BANGLADESH</b>		
DHAKA	Civil Aviation Authority of Bangladesh	1
<b>BHUTAN</b>		
PARO	Department of Air Transport, Bhutan	1
<b>BRUNEI DARUSSALAM</b>		
BANDAR SERI BEGAWAN	Department of Civil Aviation (Brunei)	1
<b>CAMBODIA</b>		
PHNOM PENH	Cambodia Airports	3
<b>CHINA</b>		
BEIJING	Beijing Capital International Airport Co., Ltd.	1
BEIJING	Beijing Daxing International Airport	1
CHANGCHUN	Jilin Province Civil Aviation Airport Corporation	3
CHANGSHA	Hunan Airport Co., Ltd. Changsha Huanghua International Airport Branch	1
CHENGDU	Sichuan Province Airport Group Co., Ltd.	5
CHONGQING	Chongqing Airport Group Co., Ltd.	1
GUANGZHOU	Guangdong Airport Authority	5
HAINAN	HNA Airport Group Co., Ltd	10
HANGZHOU	Hangzhou International Airport Co. Ltd	1
HARBIN	Heilongjiang Airports Management Group Co., Ltd	12
HOHHOT	Inner Mongolia Autonomous Region Civil Airports Group Co., Ltd. Hohhot Branch	1
KUNMING	Yunnan Aviation Industry Investment Group Company of Limited Liability	12
NANJING	Eastern Airports Co., Ltd	1
SHANGHAI	Shanghai Airport Authority	2
SHENYANG	Shenyang Taoxian Int'l Airport Co., Ltd	1
SHENZHEN	Shenzhen Airport Co., LTD	1
SHIJIAZHUANG	Hebei Airport Management Holding Co., Ltd	4
TIANJIN	Tianjin Binhai International Airport	1
WUHAN	Hubei Airports Group Company	4

# 127

MEMBERS

# 611

AIRPORTS

# 49

COUNTRIES / AREAS

COUNTRY / AREA	MEMBER	AIRPORTS
XI'AN	China West Airport Group	14
XIAMEN	Xiamen International Airport Group Co., Ltd.	4
ZHENGZHOU	Henan Province Airport Group Co., Ltd	1
<b>CHINESE TAIPEI</b>		
KAOHSIUNG	Kaohsiung International Airport, CAA	1
TAIPEI	Taoyuan International Airport Corporation Ltd.	1
<b>COOK ISLANDS</b>		
RAROTONGA	Airport Authority Cook Islands	2
<b>FIJI</b>		
NADI	Fiji Airports	2
<b>FRENCH POLYNESIA</b>		
PAPEETE	Airport of Tahiti	4
<b>GUAM</b>		
AGANA	A. B. Won Pat International Airport, Guam	1
<b>HONG KONG SAR, CHINA</b>		
HONG KONG	Airport Authority Hong Kong	1
<b>INDIA</b>		
AHMEDABAD	Ahmedabad International Airport Limited	1
BENGALURU	Bangalore International Airport Limited	1
COCHIN	Cochin International Airport Limited	1
GUWAHATI	Adani Guwahati International Airport Limited	1
HYDERABAD	GMR Hyderabad International Airport Limited	1
JAIPUR	Jaipur International Airport Limited	1
LUCKNOW	Lucknow International Airport Limited	1
MANGALURU	Mangaluru International Airport Limited	1
MUMBAI	Mumbai International Airport Ltd	1
NEW DELHI	Delhi International Airport Ltd	1
NEW DELHI	Airports Authority of India	118
THIRUVANANTHAPURAM	TRV (Kerala) International Airport Limited	1
<b>INDONESIA</b>		
JAKARTA	PT Angkasa Pura I (Persero)	15
JAKARTA	PT Angkasa Pura II (Persero)	14
<b>IRAN</b>		
QESHM	Qeshm International Airport	1
TEHRAN	Imam Khomeini Airport City	1
TEHRAN	Iran Airports & Air Navigation Company	59
<b>IRAQ</b>		
ERBIL	Erbil International Airport	1
<b>JAPAN</b>		
FUKUOKA	Fukuoka International Airport Co., Ltd	1
NAGOYA	Central Japan International Airport Co. Ltd.	1
NARITA	Narita International Airport Corporation	1
OSAKA	Kansai Airports	3
TOKYO	Japan Airport Terminal Co., Ltd	1
<b>JORDAN</b>		
AMMAN	Airport International Group	1
AMMAN	Jordan Airports Company PSC	1
<b>KAZAKHSTAN</b>		
ALMATY	Almaty International Airport JSC	1
NUR-SULTAN	Nursultan Nazarbayev International Airport	1
<b>KIRIBATI</b>		
TARAWA	Airport Kiribati Authority	20

COUNTRY / AREA	MEMBER	AIRPORTS
<b>KOREA</b>		
INCHEON	Incheon International Airport Corporation	1
SEOUL	Korea Airports Corporation	14
<b>KUWAIT</b>		
KUWAIT CITY	Kuwait International Airport-D.G.C.A	1
<b>MACAU SAR, CHINA</b>		
MACAU	CAM-Macau International Airport Co. Ltd.	1
<b>MALAYSIA</b>		
KUALA LUMPUR	Malaysia Airports Holdings Berhad	39
<b>MALDIVES</b>		
ADDU	Addu International Airport (Pvt) Ltd	1
MALE	Maldives Airports Company Limited	1
<b>MARSHALL ISLANDS</b>		
MAJURO	RMI Ports Authority	1
<b>MICRONESIA (FEDERATED STATES OF)</b>		
POHNPEI	Pohnpei Port Authority	1
<b>MONGOLIA</b>		
ULAANBAATAR	National Civil Aviation Center of Mongolia	19
<b>MYANMAR</b>		
MANDALAY	MC-Jalux Airport Services Co., Ltd.	1
NAYPYITAW	Pioneer Aerodrome Services Company Limited	1
YANGON	Yangon Aerodrome Company Limited	1
<b>NEPAL</b>		
KATHMANDU	Tribhuvan International Airport Civil Aviation Office, Kathmandu, Nepal	1
<b>NEW CALEDONIA</b>		
NOUMEA	Chambre de Commerce et d'Industrie	1
<b>NEW ZEALAND</b>		
AUCKLAND	Auckland International Airport Ltd.	1
CHRISTCHURCH	Christchurch International Airport Ltd.	1
DUNEDIN	Dunedin International Airport Ltd.	1
HAMILTON	Waikato Regional Airport Limited (WRAL)	1
NAPIER	Hawke's Bay Airport Ltd	1
NEW PLYMOUTH	Papa Rererangi i Puketapu Limited	1
PALMERSTON	Palmerston North Airport Limited	1
WELLINGTON	Wellington International Airport Ltd.	1
<b>NORTHERN MARIANAS</b>		
SAIPAN	Commonwealth Ports Authority	3
<b>OMAN</b>		
MUSCAT	Oman Airports Management Company	4
<b>PAPUA NEW GUINEA</b>		
PORT MORESBY	National Airports Corporation (NAC) – PNG	22
<b>PHILIPPINES</b>		
CATICLAN	TransAire Development Holdings Corp.	1
CEBU	Mactan-Cebu International Airport Authority	1
CLARK	Luzon International Premier Airport Development Corporation	1
MANILA	Manila International Airport Authority	1
<b>QATAR</b>		
DOHA	Hamad International Airport	1
<b>SAMOA</b>		
APIA	Samoa Airport Authority	3

COUNTRY / AREA	MEMBER	AIRPORTS
<b>SAUDI ARABIA</b>		
DAMMAM	Dammam Airports Company (DACO)	1
JEDDAH	General Authority of Civil Aviation	26
MEDINA	Tibah Airports Operation Co. Ltd.	1
RIYADH	Riyadh Airports Company	1
<b>SINGAPORE</b>		
SINGAPORE	Changi Airport Group (Singapore) Pte Ltd	1
<b>SRI LANKA</b>		
COLOMBO	Airport & Aviation Services (Sri Lanka) Limited	3
<b>THAILAND</b>		
BANGKOK	Airports of Thailand Public Co. Ltd.	6
RAYONG	U-Tapao Rayong-Pattaya International Airport	1
<b>TONGA</b>		
NUKU'ALOFA	Tonga Airports Limited	6
<b>UNITED ARAB EMIRATES</b>		
ABU DHABI	Abu Dhabi Airports	5
DUBAI	Dubai Airports	2
FUJAIRAH	Fujairah - Department of Civil Aviation	1
RAS AL KHAIMAH	Ras Al Khaimah International Airport	1
SHARJAH	Sharjah Airport Authority	1
<b>USA</b>		
HONOLULU, HI	Hawaii Department of Transportation	15
<b>VANUATU</b>		
PORT VILA	Airports Vanuatu Limited	3
<b>VIETNAM</b>		
HOCHIMINH CITY	Airports Corporation of Vietnam	21
VAN DON	Van Don International Airport	1

## AFFILIATE MEMBERS

COUNTRY / AREA	MEMBER	AIRPORTS
ALASKA	Alaska International Airport System	1
CANADA	Vancouver Airport Authority	1
ISRAEL	Israel Airports Authority	7
USA	City and County of San Francisco	1
USA	Los Angeles World Airports	1

## ASSOCIATE MEMBERS

COUNTRY / AREA	MEMBER
AUSTRALIA	Australian Airports Association Ltd
CHINA	China Civil Airports Association
CHINA	Institute of Air Transport, Civil Academy of Civil Aviation Science and Technology
HONG KONG SAR, CHINA	Civil Aviation Department – Hong Kong
JAPAN	International Project Lab
MALAYSIA	Malaysian Aviation Commission
NEW ZEALAND	New Zealand Airports Association Inc.
PHILIPPINES	Clark International Airport Corporation
SINGAPORE	Civil Aviation Authority of Singapore

4 MEMBERS  
10 AIRPORTS  
3 COUNTRIES/  
AREAS  
9 MEMBERS  
8 COUNTRIES/  
AREAS



# OUR WORLD BUSINESS PARTNERS

## CONSULTING AND MANAGEMENT

\* AFFILIATE

ADB SAFEGATE	*
Aero Enable Co., LTD.	
Airbiz Aviation Strategies Pty Ltd	
Alton Aviation Consultancy	
Aviation Strategies International (ASI)	
Beca Ltd.	
Cam Ranh International Terminal Joint Stock Company (CRIC)	
CAPA - Centre for Aviation	
Ceventas Pty Ltd	
Cirium	*
Dyland Lianne Market Research & Consultant Co.	
Envirosuite Limited	*
GrayMatter Software Services Pvt. Ltd.	
ICF	*
Independent Business Group	
Jurutera Minsar Consult Sdn Bhd	
Keiser Phillips Associates	
L & B Worldwide Australia Pty Ltd	*
Leading Edge Aviation Planning Professionals	
Marsh Pty Ltd	
McKinsey & Company	*
Munich Airport International	*
NACO, Netherlands Airport Consultants	*
Redwater Consulting Group	
Runway Safe Sweden AB	
Strategic Planning Services, Inc. (SPS)	
To70 Aviation Australia	*
WAISL Limited	
Yamuna International Airport Private Limited	*

85  
MEMBERS

49  
REGULAR

36  
AFFILIATE

## EQUIPMENT

Arconas Corporation	*
Elenium Automation	
KONE	*
Materna IPS GmbH	*
Oshkosh Corporation	
Rapiscan Systems Pte. Ltd.	*
Safe Flight Inc.	
Smart Airport Systems	*
Smiths Detection (Asia Pacific) Pte. Ltd	*

## HANDLING AND AIRFIELD

Alstef Group (Glidepath Limited)	
Global Oil Services	
National firefighting manufacturing FZCO (NAFFCO)	
Skyports Pte. Ltd.	*
Toyo Kanetsu K.K.	
Vanderlande Industries Singapore Pte Ltd	*

## INFORMATION AND COMMUNICATIONS TECHNOLOGY

Amadeus GDS Singapore Pte Ltd	*
Frequentis Orthogon GmbH	*
Veovo	*
Cherrypicks Limited	
Collins Aerospace	*
Esri	*
Fiplan GmbH	
Genetec Asia Pacific Pte Ltd	*
ICM Airport Technics Australia Pty Ltd	
NEC Corporation	
OAG Aviation Worldwide Pte Ltd	*
OneAlpha	
ProDIGIQ	*
SITA	*

## MARKETING AND COMMUNICATIONS

Moodie Davitt Report Asia	
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## PLANNING AND CONSTRUCTION

AECOM Asia Company Ltd	*
ALG	*
Arup	*
Jacobs U.K. Limited	*
Lead 8	
NIPPON KOEI Co., Ltd	
Ports Projects Management & Development Co (PPMDC)	
Surbana Jurong Consultants Pte Ltd	
Transoft Solutions (Australia) Pty Ltd	*
Western Sydney Airport	

## RETAIL AND COMMERCIAL

DFS Group Limited	
Emirates Leisure Retail	
Heinemann Asia Pacific Pte. Ltd	
JT International S.A.	*
National Parking Company (Mawgif)	
Paccaya Resources Ltd	
Plaza Premium Group	

## SECURITY

Certis CISCO Aviation Security Pte Ltd	
Everbridge, Inc.	*
FISCAN - Beijing Zhongdun Anmin Analysis Technology Co Ltd	
ISS Facility Services	
Nuctech Company Ltd	
Scarabee Systems & Technology B.V.	*
Securitas Transport Aviation Security	*
Trident Services Australia	
Wanzl GmbH & Co. KGaA	

As of December 2021

# REGIONAL OFFICE TEAM



**Stefano BARONCI**  
Director General



**SL WONG**  
Head  
Technical Affairs, Safety,  
Capacity and ATM



**Jeannie WONG**  
Head  
Communications and Events



**Ken LAU**  
Senior Manager  
Environment and Airport  
Information Technology



**Ilia LIOUTOV**  
Senior Expert  
Economics & ESG



**Sunil SUBBAIAH**  
Senior Manager  
Media & Communications



**Cindy CHEE**  
Manager  
Events



**Gary LEUNG**  
Manager  
Security and Facilitation



**Jacky WONG**  
Manager  
Member Services &  
Business Development



**Pamela WONG**  
Manager  
Office Manager / PA to  
Director General



**Yuman LAU**  
Manager  
Communications and  
Digital Brand Marketing



**Philip KWOK**  
Economic Research Analyst



**Connie WONG**  
Assistant Manager  
Events and Communications



**Cecilia LAI**  
Assistant Manager  
Technical Affairs



**May MOK**  
Office Administrator

**Team members no longer with the association:**

- Suzanne TONG, Head, Economics and Finance
- Samantha SOLOMON, Manager, Communications
- Natalie TSANG, Manager, Finance and Administration/ PA to Director General
- Hiroki SHIBATA, Executive Assistant

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