Airports Council International (ACI), the trade association of the world’s airports, was founded in 1991 with the objective of fostering cooperation among its member airports and other partners in world aviation, including the International Civil Aviation Organization, the International Air Transport Association and the Civil Air Navigation Services Organisation. In representing the best interests of airports during key phases of policy development, ACI makes a significant contribution toward ensuring a global air transport system that is safe, secure, efficient and environmentally sustainable.
"Knowing where you want to go is only half the battle; you need to know how to get there. The sharing of knowledge and best practices is the most effective way to accelerate progress by avoiding false starts and wrong turns."

– Angela Gittens, Director General, ACI World
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“Interpreting and disseminating information on the business of airports – large and small, from all over the world – helps members to replicate successes, avoid pitfalls and start a dialogue on what works and what doesn’t.”

– Angela Gittens, Director General, ACI World
As the official barometer of the financial health of the global airport industry, this report provides insight into areas such as financial and employee performance, fixed-asset productivity and airport operations.

Included are fifty detailed statistical tables that provide quantifiable barometers of industry activity, as well as derived indicators based on an annual survey of over 900 airports.

- Financial performance
- Aeronautical activities
- Labour and capital productivity
- Non-aeronautical activities
The Airport Economics Report presents global analyses related to airport activity from over 900 airports representing close to 80% of worldwide passenger traffic.

The report consists of in-depth analyses, summaries and commentary on industry revenues (aeronautical and non-aeronautical) by source, costs (operating and capital) and their evolution over time.

- Key airport trends from around the globe, including emerging markets
- In-depth review of financial activities
The Annual World Airport Traffic Dataset is the most comprehensive airport statistics dataset in the aviation industry. It provides a view of air transport demand across the world’s airports by three thematic areas: passengers, air cargo (freight and mail) and aircraft movements.

ACI collects airport traffic every year through its global network of airport operators. This Excel edition offers the possibility to filter through traffic statistics from over 2,500 airports in over 180 countries.

- Data from over 2,500 airports in over 180 countries
- Airport traffic - passenger, cargo and aircraft movements
- Filter by traffic category, geographical regions, terminal breakdown and more
The Annual World Airport Traffic Report (PDF) is an ACI flagship publication and the authoritative source and industry reference guide for airport traffic data, rankings and trends.

The report provides a detailed review of operating and airport traffic trends in the world’s major aviation markets for the previous year using three thematic areas: passengers, aircraft movements and cargo (freight and mail). International and domestic traffic breakdowns are also included.

- Global in-depth analyses of historical trends, drivers and risks affecting air transport demand
- Airport traffic - passenger, cargo and aircraft movements
- Data from over 2,500 airports in over 180 countries
The ACI World Airport Traffic Forecasts is disseminated in a standard Excel format. Aggregate airport traffic figures are presented for total passengers (international and domestic), air cargo volumes (in metric tonnes) and aircraft movements. Using 2018 as the reference year, the projections extend to 2040. The forecasts are presented on global, regional and national levels, featuring over 100 countries.

- Forecasts for over 100 countries
- Passenger traffic, cargo, aircraft movements
- Presented on global, regional and national levels
Airports need to invest in infrastructure to meet future demand as air traffic continues to grow rapidly. By 2040, global traffic is expected to be more than 22 billion passengers and to grow at an average annual rate of 4.5%.

This document provides information concerning:

- Trends in airport privatization
- Governments’ options for privatizing airports
- The privatization process up close
- Incentivizing the private sector to invest in airports
- Case studies

■ Available in English and Spanish
The ACI Policy Brief focuses on one specific management model, the airport network, and addresses its role in the sustainability of airports with low traffic volume. It provides an overview of the state of airport networks worldwide, based on a robust dataset and inventory of the world’s airport networks. It also provides practical policy recommendations to ensure that airport network operation and development is sustainable and beneficial to airlines, passengers, communities and national economies.

Available in English and Spanish
This ACI Policy Brief aims to describe the state of the industry based on a robust dataset and inventory of the world's major commercial airports. It provides several practical policy recommendations to ensure that investment is attracted to the industry.

The Brief emphasizes the need for flexibility and consistency in the regulatory frameworks that govern airport revenues and capital investments. Specifically, it advocates a move toward well-crafted economic incentives that enable private equity to flow to the airport industry and help contain the level of risk to the capital investment.
The ACI Monthly International Passengers & Freight Traffic Report (MIPFTR) features detailed statistics and regional summaries covering international passengers and international freight for approximately 900 airports participating in the monthly collection.

- Monthly data on international passengers and freight
- Detailed breakdowns by airport
- Year-to-date and 12-month data provided
ACI’s Monthly World Airport Traffic Report (MWATR) features detailed statistics and regional summaries covering passengers, cargo and aircraft movements for approximately 1,200 airports participating in the monthly collection.

The MWATR can also be bundled with the ACI Monthly International Passenger & Freight Traffic Report (MIPFTR) at a reduced rate.

- Monthly data on passengers, cargo and movements
- Detailed breakdowns by airport, city and region
- Year-to-date and 12-month data provided
ACI offers an array of statistical services to customize any dataset based on client needs and preferences. For example, derived traffic indicators, measures of traffic seasonality, comparative airport user charges and raw datasets for a specific group of airports and time series, may be obtained for a fee from publications@aci.aero.

CUSTOMIZED STATISTICS

- Indices and raw data
- Monthly and annual time series
The guide provides information to help airports understand economic regulation and the different ways such regulation might be implemented.

The document can be used to assist in the education of airport stakeholders on airport economic regulation. It also discusses the criteria for the application of regulation while recognizing that regulation is not required in all circumstances.

- Showcases the latest developments
- Presents clear recommendations
- Explains regulation models and applications

- Valuable training tool
- Statistical definitions
- Illustrates how to use data effectively
The ACI Airport Traffic Forecasting Manual gives an overview of best practices in airport traffic forecasting, including recommendations on collection and analysis, and presentation of forecasts for various timelines.
"Safety and security are our top priorities and key elements of our efforts in all other areas."

– Angela Gittens, Director General, ACI World
Construction activities can have a variety of impacts on the daily operations of an airport. In order to address this issue, a working group of the ACI World Safety and Technical Standing Committee has developed the first edition of the Managing Operations During Construction Handbook, which consists of best practices and case studies.

The focus of this manual is on construction projects that affect the safety and efficiency of airside operations. The handbook presents a summary of the issues that airport operators should consider in developing management plans for operations during construction works. This handbook is for reference by airport operators, project managers, security agencies, aircraft operators, air navigation service providers, civil aviation authorities, contractors, and local communities.

- **Best practices**
- **Case studies**
- **Lessons learned**
- **Available in English and Turkish**
This updated version of the Apron Markings and Signs Handbook includes best practices for the application and maintenance of paint markings on aprons.

The two previous editions of the Apron Markings and Signs Handbook, which were published in 2001 and 2009, have provided airport operators with guidance on markings and signs for apron areas for the last seventeen years. These have promoted the greatest possible commonality of markings worldwide and the increasing acceptance and application of these practices, leading to a safer apron environment.

- These markings and signs supplement those provided in ICAO Annex 14, Volume I, and the ICAO Aerodrome Design Manual, Part 4 (Visual Aids)
The Safety Management Systems (SMS) handbook is an action-oriented guide bringing together best practices, knowledge and experience from aerodromes around the world. It will help aerodrome operators create a robust SMS using the Plan, Do, Check, Act method.

- Best practices from aerodromes worldwide
- Plan, Do, Check, Act
- Action-oriented
The purpose of the 2015 ACI Apron Safety Handbook was to update and expand Chapter 2 of the Airside Safety Handbook (4th edition). Aprons are the most congested and busiest areas of an airport, with complex activities that are carried out under severe space and time constraints. This handbook provides best practices for planning and designing apron layouts and facilities, as well as standard operational practices for safe apron operations, and mitigation and prevention measures for maintenance and construction activities on aprons.

- Planning and design
- Safety and operations
- Maintenance and construction
This handbook provides methodologies and best practices that can be implemented to assist airport operators in achieving a state-of-the-art level of runway safety.

It provides guidance material for the development of runway safety programmes for all aerodromes (large or small), as well as ways to tailor, improve and expand existing programmes.

- Operational procedures for runway safety
- Design considerations
- Maintenance and construction issues and runway closures
- Available in English, Spanish, Arabic and Chinese
This handbook brings together best practices, knowledge and experience from aerodromes around the world. The handbook helps aerodrome operators develop and implement a robust aerodrome emergency plan, including the restoration of operations after an emergency. It also deals with business continuity planning. The handbook covers the roles and responsibilities of aerodrome operators, as well as coordination of emergency response plans with other organizations interfacing with the aerodrome during an emergency.

- Planning and implementing of emergency response
- Business continuity planning
- Roles and interfaces
- Available in English, French and Spanish
Wildlife Hazard Management is an important element of the operations of all airports. ACI is proud to present the completely updated and expanded Wildlife Hazard Management Handbook. Most of the text has been distilled from guidance material available from several large civil aviation authorities around the world, ACI Member Airports’ operational safety procedures, ICAO material and other international aviation and non-aviation organizations’ publications pertaining to wildlife management.

The content of this handbook also builds upon the existing guidance in the ACI Policies and Recommended Practices Handbook, with safety-related policies included in this publication for easy reference. While remaining short and succinct, it provides checklists for action, as well as an explanation of risks to be assessed and means of mitigation available.

- How to create a wildlife hazard management plan
- Risk assessment and operational practices
- Available in English, French and Spanish
The ACI Best Industry Practice Safety Management System (SMS) Gap Analysis and Audit Tool and accompanying Guidelines will make it easier for auditors to perform a baseline audit, and subsequent periodic audits, to assess the airport’s SMS and identify gaps and/or areas of improvement, thus enhancing safety.

- Proactive and reactive processes reviewed
- Annex showcasing guidelines
- Available in English, French and Spanish
Most airport staff members conduct themselves in an ethical and professional manner. The Insider Threat Handbook looks at the rare occasions when staff members exploit their positions of trust to harm the organization and others. We also consider when well-intentioned and unwitting employees are exploited by others to cause harm.

This handbook will help operators understand the range of insider activities happening at airports, and will provide best practices as to how to mitigate the risk associated to staff.
In 2017, ICAO introduced a new standard for landside security, as well as some helpful guidance material for states in the ICAO Security Manual.

To complement that guidance material, and the guidance developed by ACI EUROPE for airports, ACI World has drawn from best practice examples globally in order to provide a comprehensive handbook which will help airports address this issue.

This document is intended to help airport operators and related stakeholders understand options for measures and processes to address landside security threats, for inclusion in their own security programmes, based on industry best practices, on-the-ground expert experience and regulatory guidance.

- Measures and technologies for prevention and detection, including training and security awareness
- Effective communication in crisis mode
- Best practices for reducing queues and crowds
- Assessment of risk and vulnerabilities
- Terminal and road design (in collaboration with ARUP)
- Response and recovery
CYBERSECURITY
All businesses—including airports—are at risk from cybersecurity attacks, from those with straightforward sets of systems to those with the most sophisticated IT digital transformation programmes. The Cybersecurity for Airport Executives Handbook is designed to offer airport executives and other airport senior management personnel guidance on the basics of the management of cybersecurity.

- Intended to be non-technical
- Provides a quick overview
- Includes regulatory considerations
Airport Digital Transformation Best Practice is a decision-making and implementation resource for airport managers responsible for evolving their companies in a digital world.

The guidelines help leaders understand what digital transformation is; what digital transformation means to the airport business, its customers and operations; approaches for evolving the organization; and the high-level impact of digital transformation on risks and opportunities.

- Enabling technologies
- Where an airport can begin to apply digital transformation
- Potential functional areas to apply digital transformation
- Internal readiness
- Risks, opportunities and recommendations
Airports increasingly rely on common use IT services within the terminal and airfield operations to reduce capacity congestion and increase efficiency. This new handbook provides a compilation of best industry practices taken from airports around the world and identifies some of the key areas that must be considered in the development of common use IT services. It provides airport operators with a high-level overview as well as detailed technical descriptions in the annexes.

- Key technologies
- Cost-effective solutions
- Performance efficiency drivers
CUSTOMER EXPERIENCE
Culture is a key influence on human behaviour. The objective of this research report was to determine whether cultural differences influence the overall satisfaction levels of airport passengers and, if so, to understand the ways in which airports might respond in providing an improved customer experience.

The report includes guidance in the form of recommendations for airport management on the ways in which service can be adjusted to ensure that cultural differences are taken into consideration.

- This report utilizes the work of Gerard Hofstede
- It seeks to examine measurable influence
- Provides support to airport managers as they develop and tailor programmes
The key objective of this report is to study the passengers travelling on low-cost airlines and how they compare with those who choose conventional airlines. Do they have the same expectations for airport services? Are low-cost users less valuable?

Our findings will provide insights to support or reject this premise and will serve as a guide for the future development of airports.
ASQ BEST PRACTICE: AIRPORT CLEANLINESS

Airports are continuously faced with the challenge of rationalizing their operations spending without undermining the guest experience.

One such operational dimension that represents a fairly significant investment is airport cleanliness:
- Is cleanliness a key driver of passenger satisfaction?
- Which passengers are more conscious about cleanliness?
- What is the current level of satisfaction with airport cleanliness?
- What is the average spending on cleaning services and cleaning practices?

The key objective of this report is to understand the importance of airport cleanliness in the overall passenger experience.
This innovative research paper is a vital tool for airports in their efforts to analyze, target and raise non-aeronautical revenue. The in-depth analysis places a unique focus on the impact of customer service on commercial revenue performance, charting new paths to growth in both service performance and revenue delivery.

The research paper is based on the analysis of the ACI ASQ annual global survey carried out at over 300 airports around the world and surveying over 550,000 passengers per year. It is further supported by data generated from the annual ACI Airport Economics Survey.
ACI Passenger Personas: A new approach to passenger profiling supports airports in developing a deeper understanding of the needs of the traveller.

A persona is a semi-fictional way to model, summarize and communicate research undertaken on airport passengers. ACI Passenger Personas presents six key personas based on Airports Service Quality (ASQ) 2015 passenger data gathered from over 550,000 travellers and 300 airports worldwide. The six passenger personas represent key profile groups that allow airports to strategically create different customer experiences to meet the needs of different passenger types. The research methodology behind the guide represents a significant advance on the traditional approach to passenger profiling, creating in-depth portraits that evolve to reflect passenger behaviour.
FACILITATION
Aviation, like all other transport modes, needs to recognize and accommodate the growing number of persons with disabilities who fly, including persons with reduced mobility. Due to a steady increase in life expectancy globally, the number of persons with disabilities or reduced mobility, elderly travellers, and others is increasing fast. All public places, including airports, must take this into consideration when building new facilities or improving existing ones.

Intended to help airport operators, this fifth edition is based on the preceding four editions of the handbook, first published in 1980. The handbook takes into consideration internationally recognized guidelines and standards. It contains many simple ideas which airports can use and also discusses some of the most advanced aids now available.

- Reviewed by the International Disability Alliance (IDA)
- New technologies
- Leading-edge practices
- Available in English and Spanish
This handbook is intended to provide clarity on the role of airports in combatting human trafficking (a form of modern-day slavery). It draws on the experience of airports that have already taken action against human trafficking and provides guidance to airports on ways in which they can tackle this issue.

- Suggestions on how airports can play their part in the fight
- A comprehensive approach irrespective of size or geography
- Material on coordinating with partner agencies and airlines
- Real-life examples of the work that airports are undertaking
Business continuity management (BCM) focuses on building and improving organizational resilience and the capability to recover quickly and effectively from any type of disruption, whatever its size or cause. BCM involves the identification and safeguarding of key products and services and the most urgent activities that underpin their production and delivery.
“ACI is ‘the voice of the world's airports’. We make that collective voice heard by being clear and thoughtful about our own policy development and being present and influential when and where policy affecting airports is developed.”

– Angela Gittens, Director General, ACI World
The ACI Policy Handbook, 9th edition, contains the current policies of the organization, for use by the staff of ACI World and the regional offices, and by ACI representatives at international meetings.

These policies are based on input from the six ACI World Standing Committees, and identify actions and strategies that can help ensure sustainable, long-term growth.

- Reflects ACI official positions
- Details all aspects of airport operations
- Available in English, French and Spanish
This manual provides guidance for airport operators wishing to manage greenhouse gas (GHG) emissions. The manual clearly explains terms. It also describes why an airport operator would manage GHG emissions; how to conduct a GHG emissions inventory; what types of GHG emissions to include; how to categorize sources; the goals of an emissions management programme; GHG emissions reduction projects; and the process of becoming carbon neutral.

The manual also references documents that assist with the calculation of emissions quantities, reviews programmes and progress reporting, and details how to gain accreditation for achievements in managing greenhouse gases.

- Outlines consistent management approach
- Recommendations consider local needs
- Available in English, French and Spanish
The Airports’ Resilience and Adaptation to a Changing Climate policy brief has been produced to support airport operators and help them better understand the risks related to more adverse weather events, and consider conducting risk assessments to define their adaption plans for both existing and new infrastructure and operations. It helps airport management teams in several different departments to learn from their peers as it includes case studies of best practice adopted at other airports.

The brief includes case studies from airports in Amsterdam, Australia, Hong Kong, Istanbul, Norway and Singapore. It also provides recommendations, and an extensive rundown of potential climate stressors and their related potential impacts on infrastructure and operations, and a non-exhaustive list of airports that have already started to work on resilience and adaptation to climate change.

- Case studies from airports in Amsterdam, Australia, Hong Kong, Istanbul, Norway and Singapore
- Comprehensive list of climate stressors and their related impacts on infrastructure and operations
- Recommendations on resilience and adaption to climate change
Wildlife trafficking is the illegal trade of protected specimens of plants and animals. This illicit trade exposes passengers and staff to health and safety hazards and may harm corporate reputations throughout industry supply chains. In the past decade, trafficking instances were recorded in airports in at least 136 countries in almost every region of the world, making airports in any region and at any size vulnerable to wildlife trafficking. It is a global issue that requires global efforts, and airports are uniquely positioned to help address it.

ACI has been working with some of its pioneering members to address this problem, and gathered information on how airports can take action in stopping this illicit trade. This document, produced with the support from USAID ROUTES Partnership, is the result of this initiative. It will provide insight in the types of actions that airports have taken, the motivations behind to take action, and the challenges faced in the process.

- Testimonials from Galapagos Ecological Airport, Heathrow Airport, Kenya Airport Authority, Nassau Airport Development Company, and Royal Schiphol Group
ACI GLOBAL TRAINING COURSE CATALOGUE

ACI World’s Global Training provides courses available to students around the globe. In order to accommodate the continual growth in aviation ACI provides members with training and professional development from international leaders. View the catalogue for a full list of all course offerings specializing in:

- Safety
- Security
- Leadership
- Management
- Operations
- Environment
- Economics
- Facilitation

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MANAGEMENT TOOLS
This guide provides airport managers with an overview and better understanding of the Key Performance Areas (KPAs) that can be used to assess airports’ individual strengths and weaknesses.

- Covers 42 Performance Indicators (PIs)
- Examines six KPAs
- Reviews PIs as benchmarking tools
The Aviation Benefits 2017 report explains in detail how well-supported air transport capabilities in cities, states and regions contribute to increasing consumer benefits and choices, job creation and numerous other socio-economic spin-offs. A joint initiative between ACI, ICAO, CANSO, IATA and ICCAIA, it highlights the industry’s commitment to the sustainable development of aviation as a tool for growth and development.

Aimed mainly at government leaders and national planners, it contains a summarized checklist on the steps to be taken by governments to maximize these air transport benefits, helpful overviews of the related investment, partnership and planning priorities, and comprehensive regional summaries of aviation’s far-reaching socio-economic impacts. It also provides a comprehensive overview of how international aviation connectivity directly helps governments’ ongoing efforts to achieve fifteen of the seventeen United Nations Sustainable Development Goals adopted under the visionary UN Agenda 2030.