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APPENDIX A

AIRPORTS COUNCIL INTERNATIONAL – WORLD
WORLD GOVERNING BOARD (WGB) MEMBERSHIP

As of January 2024

Africa (3 seats)
- Emanuel Chaves Aeroportos de Moçambique, E.P., Mozambique/**ACI Africa**
- **President**
- Fabrice Grondin S.A. Aéroport de La Réunion Roland Garros, La Reunion
- Mpumi Mpofu Airports Company South Africa, South Africa

Asia-Pacific & Middle East (9 seats, 4 vacancies)
- Emmanuel Menanteau Vinci Airports, France/**ACI Asia-Pacific & Middle East President**
- Akihiko Tamura Narita International Airport Corporation, Japan
- Mohamed Yousif Al-Binfalah Bahrain Airport Company SPC, Bahrain/**Audit Committee Chair**
- SGK Kishore GMR Hyderabad International Airport Ltd, India
- Fred Lam Airport Authority Hong Kong, Hong Kong

Europe (7 seats)
- Armando Brunini S.E.A. S.p.A. (Milan Airport management company), Italy/**ACI Europe President**
- Arnaud Feist Brussels Airport Company, Belgium/**WGB Treasurer**
- Jost Lammers Flughafen München GmbH, Germany/**WGB Vice Chair**
- Nazareno Ventola Aeroporto di Bologna, Italy
- Yiannis Paraschis Athens International Airport S.A., Greece
- Javier Marin AENA, Spain
- Augustin de Romanet Group ADP, France

Latin America-Caribbean (3 seats)
- Mónika Infante AERODOM, Dominican Republic/**ACI Latin America-Caribbean**
- **President**
- Ezequiel Barrenechea Terminal Aeroportuaria de Guayaquil, S.A., Ecuador
- Juan José Salmón Lima Airport Partners, Perú

North America (6 seats)
- Kevin Dolliole Louis Armstrong, New Orleans International Airport, USA/**ACI North**
- **America Chair**
- Candace McGraw, Cincinnati/Northern Kentucky International Airport, USA/**WGB Chair**
- Deborah Flint, Greater Toronto Airports Authority, Canada
- Joseph Lopano, Tampa International Airport, USA
- Roelof-Jan (RJ) Steenstra, Ports Toronto, Canada
- Sam Samaddar, Kelowna International Airport, Canada

WGB Immediate Past Chair (1 seat)
- Aimen bin Ahmed Al Hosni Oman Airports Management Company, Oman

APPENDIX B

AIRPORTS COUNCIL INTERNATIONAL – WORLD
EXECUTIVE COMMITTEE MEMBERSHIP (9 MEMBERS)

As of January 2024

1. Chair Ms. Candace McGraw Cincinnati/Northern Kentucky International Airport USA

2. Vice-Chair Mr. Jost Lammers Flughafen München GmbH GERMANY

3. Immediate Past Chair Mr. Aimen Bin Ahmed Al Hosni Oman Airports Management Company OMAN

4. Treasurer Mr. Arnaud Feist Brussels Airport Company NV BELGIUM

5. ACI Africa President Mr. Emanuel Chaves Aeroportos de Moçambique, E.P., Mozambique MOZAMBIQUE

6. ACI Asia-Pacific & Middle East President Mr. Emmanuel Menanteau Vinci Airports FRANCE

7. ACI EUROPE President Mr. Armando Brunini S.E.A. S.p.A. (MILAN AIRPORT MANAGEMENT COMPANY) ITALY

8. ACI Latin America-Caribbean President Ms. Mónika Infante AEAERODOM DOMINICAN REPUBLIC

9. ACI-North America Chair Mr. Kevin Dolliole Louis Armstrong New Orleans International Airport USA

APPENDIX C

**AIRPORTS COUNCIL INTERNATIONAL – WORLD
PROGRAMMES, AND PROFESSIONAL DEVELOPMENT OFFERINGS**

Airport Service Quality (ASQ). ASQ provides airport operators with statistically reliable data on their passengers` perceptions of the facilities and services at their airports on the day of travel, and allows them to benchmark the results against those of other airports of varying sizes and locations. In this way, airport operators can pinpoint and correct problem areas, determine what features are most important to their passenger and prioritize investments in services and infrastructure. ASQ`s power as a management tool is demonstrated by the increases in passengers' satisfaction with their airport experience around the world. The programme also recognizes and rewards the best airports in the world according to ACI's ASQ Departure Survey and the more recent ASQ Arrivals Survey. These awards represent the highest possible accolades for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improving the passenger experience. Since its creation in 2006, the ASQ Departures programme has become the world's leading airport passenger satisfaction benchmark with over 390 airports participating, across 92 countries. Its scientific methodology, strict quality control procedures, and commitment to impartiality have won industry recognition and established the ASQ suite of surveys as the global standards for measuring passenger satisfaction.

Recent additions to the ASQ suite of surveys are the Employee Survey for Customer Experience and the Commercial Survey.

Airport Excellence (APEX) Programmes. The APEX concept draws upon the Community of Airports, that is, the willingness for airports to help each other. In response to a request from a member airport, ACI assembles a team of experts from various airports to conduct a peer review of the requesting airport`s functioning in a particular area of airport operations. The Programmes are based on ICAO standards, national regulations, and ACI best practices. APEX Programmes combine the mandate for regulatory compliance with day-to-day operational needs in the disciplines of safety or security standards. APEX Reviews are tailored to the individual needs of airports and APEX Reports propose practical and targeted solutions.

- APEX in Safety - A typical Safety Review lasts one week. The number of ACI Safety Review Team members depends on the complexity of the assessment requested. The team typically includes an ACI Regional Office Safety Assessor, an ICAO-designated Safety Officer, and one or more Safety Partners, under the supervision of a Team Leader. The ACI Safety Review Team conducts a gap analysis and assessment of the safety standing at the Host Airport and provides a preliminary report within four weeks from the end of the visit. A final report with recommendations is forwarded to the Host Airport Senior Management within eight weeks from the end of the visit, containing the observations made by the ACI Safety Review Team. The Final Report emphasizes the solutions that could be adopted by the Host Airport to enhance the level of safety. Based on the conclusions from the Final Report, the Host Airport drafts an action plan which contains its short, medium, and long-term safety improvement goals, as well as the means and actions that are deemed most appropriate to achieve these results. The overarching APEX in Safety goal of improving safety is reached when the Host Airport acts upon the proposed mitigating measures. An ACI support team will guide the Host Airport in the implementation of the most appropriate safety measures.

- __APEX in Security__ - A typical Security Review lasts five days. To optimize the time available for the on-site review, the Host Airport should identify and coordinate the programme with the relevant aviation and regulatory stakeholders. The ACI Security Review Team conducts an assessment of the security measures in place based on international guidance, ACI best practices and national regulation, focusing on the areas of emphasis selected by the Host Airport. The team leader provides a preliminary report within four weeks from the end of the visit. A final report with recommendations is forwarded to the Host Airport Senior Management within eight weeks from the end of the visit, containing the observations made by the ACI Security Review Team. The Final Report emphasizes the solutions that could be adopted by the Host Airport to enhance the level of security. Based on the conclusions from the Final Report, the ACI will guide the Host Airport in drafting an action plan which contains its short, medium, and long-term security improvement goals, as well as the means and actions that are deemed most appropriate to achieve these results. The overarching APEX in Security goal of improving security is reached when the Host Airport acts upon the proposed mitigating measures. An ACI support team will provide advice to the Host Airport in the implementation of the most appropriate measures.

The Airport Customer Experience Designation Programme

The Global ACI Customer Experience Designation is an airport customer experience programme developed by ACI at the request of our members. As part of the accreditation process, each airport must nominate a number of employees to take a course so that they have a clear understanding of customer experience and are competent to lead the airport in terms of customer experience management. The ACI Customer Experience Designation can also be completed as a stand-alone programme and any airport is welcome to designate additional employees to take the course – participants will work towards attaining the following designations:

- ACES (Airport Customer Experience Specialist) - The Airport Customer Experience Specialist course is an introductory level course that provides students with foundational knowledge on how to design, build and implement a customer experience strategy for your airport.
- ACEP (Airport Customer Experience Professional) - Airport Customer Experience Professional is the second-tier level programme that targets ACES graduates who hold a managerial position. For participants to receive the designation as an Airport Customer Experience Professional (ACEP), they must successfully complete the Customer Experience Professional (CEP) Diploma programme.

Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP)

ACI and ICAO established a formal partnership to provide accessible, affordable and universally available specialised management training to the global airports community. This initiative gave birth to the Airport Management Professional Accreditation Programme (AMPAP). Successful completion of the Programme leads to the issuance of the International Airport Professional (IAP) designation whose holders are recognised by ACI and ICAO as having achieved highly rigorous standards for expertise in the field of airport management.

- ACI AMPAP Fellowship - ACI has established the Airport Management Professional Accreditation Programme (AMPAP) fellowship programme to provide financial aid to qualified applicants from member airports of Least Developed Countries (UNCTAD list) and States to register for this programme.

Airport Executive Leadership Programme (AELP)

This programme focuses on further developing the leadership and strategic management skills of airport industry leaders. It provides participants with advice on strategies to effectively handle leadership responsibilities; provides global, regional and cultural perspectives on airport management; and discusses new professional opportunities. Participants will also be able to access a global forum to network with peers and other future leaders. Participants attend six days in class and complete seven weeks online.

Developing Nations Airport Assistance (DNA) Programme

The Developing Nations Airport (DNA) Assistance Programme provides assistance to ACI member airports in developing countries, working with Regional Offices in ACI-Africa, ACI-Asia-Pacific and ACI Latin America Caribbean, typically through training or underwriting of APEX reviews.

- Developing Nations ACI Training: DNA Training®. In 2009, ACI redeveloped its training curriculum, role, and relationship with stakeholders, stabilizing the training organization and making it a viable proposition for ACI in terms of quality and quantity of courses, student days, economic results, as well as regional coverage. Further to that result, ACI allocates a portion of the net revenue to the DNA programme to fund professional training free of charge or at a discount.
- ACI DNA Scholarships - Financial assistance is available for qualified applicants who wish to attend ACI's Global Training classroom courses.

The ACI Fund

The ACI Fund for Airports in Developing Nations is an international non-profit organization, without political affiliation, founded in 1993. Its objective is to assist airports in developing countries, particularly with regard to training and human resource development. Although an independent legal entity, the ACI Fund is an integral part of ACI's global programmes and services. The ACI Fund is governed by the Fund Council, which is comprised of the founders and up to nine airport managers, with representation from all ACI regions. The ACI Fund organizes seminars or training courses for airport managers in developing countries, in collaboration with host airports. Some of the training courses offered include seminars on: airport management, aerodrome certification, wildlife management, aerodrome security and safety management systems.

Young Aviation Professionals Programme

The Airports Council International (ACI), in cooperation with The International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA), established a collaborative programme to offer career development opportunities to young aviation professionals. The programme is geared to attract young, talented professionals who have advanced university qualifications supplemented with a minimum of two years' professional working experience in aviation-related regulatory activities and/or in the aviation industry. The selected candidates were expected to contribute to each organization's work programmes related to aviation safety, air navigation capacity and efficiency, air transport economics or aero-political issues, with attention to inter-relationships among ACI, ICAO and IATA. Each Young Aviation Professional is guided throughout the programme by a subject-matter expert from each of the organizations.

Smart Security

Smart Security is an ACI-led programme that looks to improve passenger and cabin baggage screening at airports worldwide. It is predicated on the challenge that, with the predicted growth in air travel, continuously evolving security threats, and passengers being increasingly dissatisfied with queues and intrusive measures, today's model is not sustainable in the long term. Smart Security seeks to deliver:

- Strengthened security, Focus resources based on risk, increase unpredictability, make better use of existing technologies, and introduce new technologies with advanced capabilities as they become available
- Increased operational efficiency
- Increase throughput, optimize asset utilization, reduce cost per passenger, and maximize space and staff resources.
- Improved passenger experience
- Reduce queues and waiting times and use technology for less intrusive and time-consuming security screening.

ACI Airport Finance Diploma

The Diploma programme prepares participants to understand how best to optimize revenue generating efforts, allocate related expenditures to ensure desired customer outcomes are achieved, and relations with both public and private investors in airports are well managed. Each course may be taken as a stand-alone professional certificate course or combined with the other courses to achieve the ACI Airport Finance Diploma.

- COURSE 1: Airport Financial Management
- COURSE 2: ACI-ICAO Airport User Charges – AMPAP elective
- COURSE 3: Airport Revenue Generation – AMPAP elective

Global Safety Network (GSN) Diploma Programme

The ACI Global Safety Network (GSN) Diploma Programme consists of six specialized courses on airport safety, and is specifically designed to meet the needs of airside operations and safety managers, including developing, implementing and operating effective Safety Management Systems (SMS) at their airports. Each GSN course may be taken as a stand-alone professional certificate course or combined with the other GSN courses to achieve the ACI GSN Diploma.

- GSN 1 - Safety Management Systems (SMS)
- GSN 2 - Airside Safety and Operations
- GSN 3 - Emergency Planning and Crisis Management
- GSN 4 - Working with Annex 14
- GSN 5 - Advanced Safety Management Systems
- GSN 6 - Aerodrome Auditing and Compliance

ACI Airport Security Diploma

The ACI Airport Security Diploma provides participants with a broad and detailed understanding of implementing and maintaining a security framework that complies with national and international regulations and airport industry best practices. Each following course may be taken as a stand-alone professional certificate course or combined with the other courses to achieve the ACI Airport Security Diploma.

- COURSE 1: ACI-ICAO Management of Airport Security
- COURSE 2: Airport Security Operations
- COURSE 3: Quality Management in Airport Security

Cybersecurity Training

ACI's training in cybersecurity provides airports with a comprehensive offer intended for all levels of airport managers and specialists. Through our training programmes, ACI provides individuals with the knowledge and tools for the effective management of cybersecurity for their organization's systems, networks and data. Certificate Courses include: Cybersecurity for Airport Managers and Management of Cybersecurity for Airport IT Managers. Courses provided In partnership with Munich Airport Academy:

- Information Security Auditing
- Information Security Management
- Information Security Manager in Aviation
- Incident Detection, Analysis and Response – Basic
- Incident Detection, Analysis and Response – Advanced
- Active Directory Audit with Directory Ranger
- Advanced Network Security
- IOT– Secure Design and Operation
- Docker, DevOps and Security in Enterprise
- Hacking 101
- Incident Analysis
- Malware Analysis & Reverse Engineering
- Advanced Malware Analysis & Reverse Engineering
- Business Continuity Management for Critical Infrastructure
- Successful Security Awareness Campaigns for Security Managers
- Cyber Security Fundamentals for IT-Pros (with Lab)
- Cyber Security Awareness for IT-Pros (with Lab)
- Cyber Security Incident Management

**ACI World also offers a wide variety of certificates and diplomas to address critical needs facing the aviation industry, this information can be located on their website by following this link: https://aci.aero/global-training/.