



**RESOLUTION #1**  
**Appreciation to the Host**

**The Thirty-second ACI World Annual General Assembly:**

*Recognising* that Moroccan Airports Authority (Office National des Aéroports, ONDA) has served as the host of the 32<sup>nd</sup> ACI Africa/ World Annual General Assembly, Congress & Exhibition;

*Appreciating* the excellent organization of the event and the warm hospitality of all the staff of Marrakesh Menara Airport and the people of Morocco; and,

*Commending* the dedicated efforts of Ms. Habiba Laklalech, (Chief Executive Officer, ONDA) and her team, who have done their utmost to ensure the success of the event; therefore,

**The General Assembly resolves to:**

- a) Express the gratitude and appreciation of all ACI members to the management and staff of Marrakesh Menara Airport, ONDA and to Ms. Habiba Laklalech; and to,
- b) Authorize the Chair to write to transmit this appreciation.

END



**RESOLUTION #2**

**Agreement to hold the 33rd World Annual General Assembly in Barcelona, Spain on 26 June 2023, in conjunction with the ACI EUROPE Conference**

**The Thirty-second ACI World General Assembly:**

*Noting* that the ACI By-Laws (2015), Article 11.3, *Place of Meetings*, states:

*“Meetings of members will be held at the registered office of ACI or such place within Canada as the Governing Board determines. Alternatively, a meeting of members may be held at a place outside Canada if the place is specified in the articles or all the members entitled to vote at the meeting agree that the meeting is to be held at that place. A member who attends a meeting of members held outside Canada is deemed to have agreed to it being held outside Canada except when the member attends the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully held”.*

*Recognising* that the ACI World Governing Board has recommended that the 33<sup>rd</sup> World Annual General Assembly should be held in Barcelona, Spain on 26 June 2023, in conjunction with the ACI EUROPE Conference.

*Resolves to:*

*Agree* that the 33<sup>rd</sup> World Annual General Assembly should be held in Barcelona, Spain on 26 June 2023, in conjunction with the ACI EUROPE Conference.

END

### **RESOLUTION #3** **Restoring Economic Equilibrium**

The ACI World General Assembly,

*Recalling* that the ACI World General Assembly has previously adopted a Resolution on the need for modernizing global policy frameworks on airport charges and aeronautical pricing for the benefit of the traveling public and the efficient use of infrastructure.

*Recalling* that airports and the aviation sector serve as economic engines – according to the Air Transport Action Group (ATAG), in 2019, aviation generated US\$3.5 trillion in economic activity, representing 4.5% of global GDP. The transport of 9.2 billion air passengers and US\$ 6.5 trillion in goods also supported 87.7 million jobs around the world.

*Recalling* that airports play a role in meeting the United Nations' Sustainable Development Goals (SDGs) as gateways and infrastructure for countries and economies. Adopted in 2015, there are two goals pertinent to airport infrastructure and the broader aviation ecosystem: *Goal 9, "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation"* and *Goal 11, "Make cities inclusive, safe, resilient and sustainable"*.

*Emphasising* that airport capital investments enable increases in capacity, connectivity, and sustainability representing a key ingredient in long-term economic growth.

*Recognising* the impact of the COVID-19 pandemic on airport passenger traffic with a global decline of 61% in 2020 relative to 2019 (falling from 9.2 billion passengers in 2019, to 3.6 billion passengers in 2020), and the effects on revenues which has caused investors and creditors to re-evaluate the risk profile of airports, thereby adversely affecting the cost of capital.

*Recognising* that there are long-term consequences of curtailed capital investments to meet future passenger demand, decarbonization targets, and the resultant socio-economic benefits.

*Reaffirming* that failure to address capacity needs for a projected 2040 passenger demand has socio-economic consequences: for every 1 million foregone passengers due to airport capacity constraints in 2040, the global air transport industry would support 10,500 fewer jobs and US\$346 million less in GDP<sup>1</sup>.

*Recognizing* that Economic Regulators and Independent Supervisory Authorities (ISAs) have a role in allowing for the compensation of unrecovered costs following a crisis.

---

<sup>1</sup> Source: ACI World. Global Outlook of Airport Capital Expenditure – Meeting Sustainable Development Goals and Future Air Travel Demand. <https://store.aci.aero/product/global-outlook-of-airport-capital-expenditure/>



*Recognizing* that the Forum of European Union national airport charges regulators (Thessaloniki Forum) concluded that since economic regulation was not designed for exceptional circumstances, regulators could permit airports to recover costs that were unrecovered in the past through future charges.

*Understanding* that in jurisdictions where State financial support was insufficient to compensate airports, unrecovered costs from future regulated charges represent the alternative.

Resolves that the ACI General Assembly:

- a) Urges governments to acknowledge the changed risk profile of airports in some jurisdictions as a result of traffic and financial losses from the pandemic, and its implications on regulated charges;
- b) Calls on States to provide regulatory support in restoring economic equilibrium for unrecovered costs following the pandemic, either as financial compensation or through future airport charges; and,
- c) Urges ICAO to update its economic guidance, in particular Doc 9082, in establishing an economic framework which meets the needs of airports and reflects actual market dynamics in particular airport competition.

END

**RESOLUTION #4**  
**Delivering the ICAO Net Zero CO2 Long-Term Aspirational Goal (LTAG)**

The ACI World General Assembly,

*Recalling* that the ACI World General Assembly has previously adopted Resolutions on the need for action to address greenhouse gas emissions and climate change<sup>2</sup> and on steps to address its impacts<sup>3</sup>, in particular adaptation and resilience.

*Recalling* that in response to ACI World's Policy Brief on Airports' Resilience and Adaptation to a Changing Climate, a survey was conducted in 2019 capturing inputs from 288 airports, revealing that approximately 70% of respondents identified impacts of adverse weather events, patterns and conditions as a challenge for their operations.

*Recalling* that in June 2021, ACI member airports agreed to the Long-Term Goal of achieving Net Zero by 2050 (the "Net Zero Goal"), urging governments to provide the necessary support to achieve this goal. This was agreed in October 2021 across the aviation industry following coordination by the Air Transport Action Group (ATAG) of which ACI is a Board member.

*Noting* that to achieve the Net Zero Goal, airports cannot rely solely on solutions that come from within the sector and must apply out-of-sector measures, such as power from a decarbonised grid and negative emissions technologies.

*Noting* that technology, innovation, training, collaboration, policies, and regulations can be significant enablers and agents of change, if appropriate, timely, and used in the right way.

*Recognizing* that the industry's commitment to the Net Zero Goal has been welcomed by States, and who agreed at the 41st ICAO Assembly to a Long-Term Aspirational Goal of Net Zero by 2050 applicable to States.

*Recalling* the actions taken so far by airports, in particular through the Airport Carbon Accreditation programme; and, by the wider aviation industry, as well as the roadmaps and future actions planned to achieve the Net Zero Goal by or before 2050.

*Appreciating* the increased attention given to electric powered vehicles and new generations of aircraft planned to operate using alternative non-fossil fuel or carbon-based power sources that require significant levels of electricity for charging or fuel production.

---

<sup>2</sup> 2015 ACI WAGA, Panama, Resolution No 3 – Urging Airports to Support International Efforts on Addressing Greenhouse Gas Emissions and 2018 ACI WAGA, Brussels, Resolution No. 3 – Encouraging airports to take action on resilience and adaptation to climate change

<sup>3</sup> 2020 ACI WAGA, Virtual, Resolution No. 3 – Recognizing that climate change, adaptation and resilience should be included in recovery plans and addressed as key issues for the sector



*Noting* the planned evolution of aircraft fleets, such as aircraft powered by hydrogen planned for 2030-2035 and electric Vertical Take-off and Landing (eVTOL) aircraft, some of which expect to start operations in 2025.

*Recognizing* the increased need for electric power supply at airports and at State level to support the energy transition, in particular for fueling aircraft and vehicles, and the availability of renewable energy at the grid level which is essential for airports to decarbonise.

*Understanding* there are differences and challenges specific to each region with regards to the type and access level of electricity, both at the airport and across the national grid.

*Recognizing* that States must play a significant role in supporting the energy transition by working with industry to anticipate future energy demands.

*Noting* that infrastructure changes at airports will require CAPEX investments and significant lead times.

*Reaffirming* that Public Private Partnerships (PPPs) have proven to be successful mechanisms for funding infrastructure projects.

Resolves that the General Assembly:

- a) Urges airports to work together with ACI to further develop best practice and methodologies which can support progress towards decarbonisation, adaptation, and resilience.
- b) Urges airports to identify future developments and trends in local energy demands and anticipate the response to these needs through their master planning processes.
- c) Calls on ICAO and its Member States to work with industry to identify the impacts, and to update the regulatory framework to accommodate the integration of alternative fuel sources at airports.
- d) Calls on ICAO and its Member States to work with international organizations and airports to develop a roadmap and action plans for the delivery of net zero CO<sub>2</sub> for international aviation by 2050, consistent with the Long-Term Aspirational Goal.
- e) Calls on States to ensure that policies and regulatory frameworks are adapted to airports' size, location, traffic, and other operational specificities so as to not jeopardise their ability to invest in areas where they can achieve more substantial CO<sub>2</sub> reductions.



- f) Calls on States to support the global electrical grid transition, which is essential in ensuring that airport operators decarbonise worldwide.
- g) Calls on States to support the energy transition underway and incentivize infrastructure development with appropriate financial mechanisms.
- h) Asks ACI to work with airport members, States and international organisations, to provide additional relevant guidance material on decarbonisation.

END

**RESOLUTION #5**  
**Support and assistance for small, emerging and regional airports**

The ACI World General Assembly,

*Noting* that a significant portion of ACI member airports is small<sup>4</sup>, emerging<sup>5</sup>, or regional airports.

*Considering* that estimates suggest that as many as 67% of the world's airports operate at a net loss and that 98% of the loss-making airports handle fewer than one million passengers per annum<sup>6</sup>.

*Recognising* the important role these members play within the ACI membership and that they may have specific needs, and can benefit from specific or tailored support, programmes and services.

*Recognising* the importance that small, emerging and regional airports play in ensuring local and global connectivity, cohesion and territorial equality, as well as social and economic development, and potential for growth of their individual regions.

*Noting* the support these airports provides for increased social and economic benefits to neighbouring communities by developing their local supply chain and tourism or business activities.

*Considering* that small airports are integral parts of, and often fully integrated into, the fibre of their local communities and have an important role in developing strong community engagement with, and employment for, local populations.

*Recognising* the important role small, emerging and regional airports have in developing their local tourism industry through actions and collaborative initiatives to attract investments, create carbon-free itineraries for environmentally conscious travellers, and fostering multi-organisation cooperative projects that bring benefits to the whole ecosystem.

*Noting* the opportunity small, emerging, and regional airports have in diversifying the tourism markets in their regions to reduce the impact on already overcrowded destinations by creating demand and shifting the focus to lesser-known destinations.

---

<sup>4</sup> Small airport are considered to be an airport with 5 million or less passengers per annum

<sup>5</sup> Airports in emerging nations or emerging and developing markets

<sup>6</sup> Data from ACI World 2019 Airport Economics Survey.



*Recognizing* that smaller airports generate positive externalities, but may often operate at a financial loss thereby needing some form of subsidy either from governments or from larger airports within the same airport network or group.

*Understanding* that in the case of airport networks, there is a need to ensure flexibility in determining the most appropriate charging system for recovering costs, generating returns for shareholders, and ensuring sustainable operations of the smaller airports in the networks.

*Noting* the role that that small, emerging and regional airports play in feeding traffic into hub airports for onward journeys to other major national and international destinations, while generating traffic that ensures the sustainability of larger airports within the network.

*Resolves* that the General Assembly:

- a) Calls on governments, tourism and economic promotion agencies, and others to collaborate with and assist small, emerging, and regional airports in their capital and human resource development plans.
- b) Calls on governments and industry to support small, emerging and regional airports' transition to or development of the use of renewable energy and required infrastructure for achieving the industry's commitment to Net Zero CO<sub>2</sub> by 2050 and the recently agreed ICAO Long-Term Aspirational Goal.
- c) Calls on ICAO, governments, and other competent regional / international organisations to develop appropriate and proportionate regulatory frameworks, in particular for aviation security, that are commensurate to the actual risk and technical and operational requirements at small, emerging and regional airports.
- d) Asks ACI to continue to ensure the consideration of the specific needs and expectations of small, emerging and regional airports in its global and regional advocacy and policy development efforts, to promote the development of regulatory frameworks that are fit for purpose and proportionate to the needs of all airports.
- e) Asks ACI to continue to foster the establishment of appropriately scaled and tailored programmes and services to support and ensure the continued growth and sustainable development of small, emerging and regional airports within the ACI membership.
- f) Asks that ACI continue to work to ensure the appropriate integration of small, emerging and regional airports within the ACI community and, when possible, to support development and sustainability initiatives via the ACI Fund for Developing Nations.

END

## RESOLUTION #6

### **Creating a strong and diverse airport workforce to meet future demand and ensure the long-term sustainability and resilience of the aviation system**

The ACI World General Assembly,

*Recognizing* the ongoing challenges faced by the airport and wider aviation industry in recruiting and retaining sufficient numbers of skilled and lesser-skilled workforce to meet current and future demand.

*Noting* the impact that the Covid-19 pandemic and the so-called “Great Resignation” has had on workforce mobility and availability in some regions of the world, with many people changing employers, sectors of activity or leaving the workforce altogether.

*Recalling* that the airport sector accounts for approximately 55% of commercial aviation’s jobs, representing over six million jobs globally.

*Understanding* the evolution of global demographics, with the prospect of significant numbers of retirements in the next years, and subsequent risk of technical skills and knowledge gap.

*Noting* the increased focus on the environmental impact of the aviation system and the heightened awareness and desire by younger people to be engaged in organisations with a positive climate impact, that demonstrate environmental stewardship, have sustainability at their core and are attractive employers from a social perspective.

*Noting with concern* the changing perception many people have of the aviation industry, in particular its possible loss of attractiveness among younger generations in several parts of the world.

*Emphasizing* the importance of collaboration and coordination across the different sectors of the industry, as well as with States and International Organisations, to promote the attractiveness of the aviation industry.

*Recognizing* the importance of establishing frameworks for and creating dialogue within the aviation industry and beyond, and with workers themselves, to address workforce social challenges and build a strong, diverse and resilient workforce for the future.

*Noting* that current forecasts expect global passenger traffic to double by 2037 and reach a total of 19 billion passengers by 2040 and the significant impact that resource availability can have on service quality, operational performance and airport system capacity.



*Reaffirming* airports' commitment to ensuring the availability of sufficient system and human capacity to meet forecasted future demand.

*Recognizing* the importance of technological advancements and innovation in the support and development of future airport jobs, including the need for reskilling and upskilling of the airport workforce with support to STEM education pathways and providing new green and technical skills to aviation workers.

*Understanding* the necessity of establishing collaboration between educational institutions and industry on a national and local basis to develop skills labs and other forms of aviation training institutes paving the pathway into aviation for the next generations of workers.

*Resolves* that the General Assembly:

- a) Calls on all aviation ecosystem stakeholders to collaborate in re-establishing the overall employer brand and attractiveness of the sector as an employer through pro-active dialogue and common programmes or joint initiatives.
- b) Urges airports to collaborate with local airport ecosystem partners in order to identify opportunities for creating an environment conducive to attracting, developing and sustaining a strong and diverse airport workforce.
- c) Encourages airports to embrace technology and innovation to support the evolution of the airport workforce and address capacity challenges, while ensuring that technology remains human centric and appropriate for the required tasks.
- d) Calls on States and International Organisations to take the necessary measures to facilitate the vetting, recruitment, training, mobility and retention of adequate numbers of aviation workers.
- e) Asks ACI to support airport operators through the development of guidance material, advocacy efforts and programs to assist in ensuring the attractiveness of the aviation sector and the recruitment, training and retention of aviation workers.
- f) Asks ACI to advocate, with States and relevant International Organisations, for the recognition of the importance of a strong and diverse airport workforce by facilitating the creation of an environment and conditions that ensures the sector remains attractive.

END