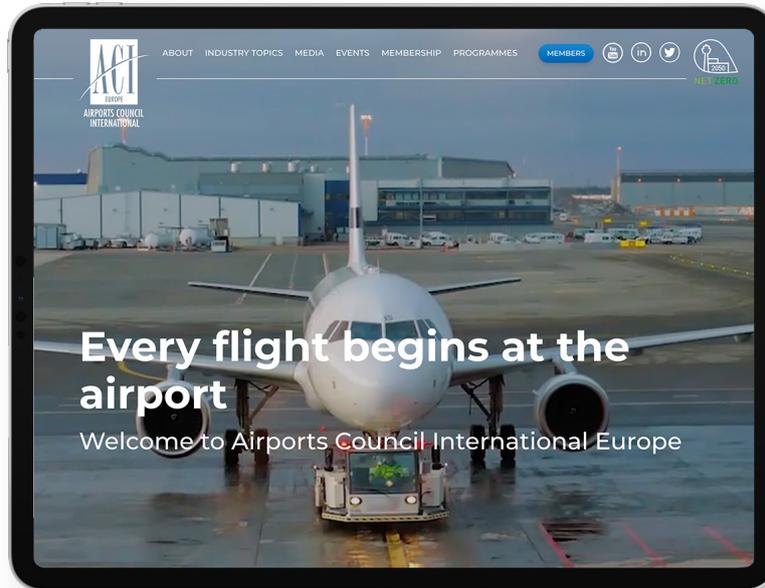




# ACI EUROPE PUBLICATIONS CATALOGUE





EVERY FLIGHT BEGINS AT THE AIRPORT.

[www.aci-europe.org](http://www.aci-europe.org)



***This Catalogue compiles all of the ACI EUROPE publications released from 2014 to 2020, including Reports, Analysis Papers, Synopsis Publications and Guides & Guidelines.***

*It is divided in 13 sections that cover themes on which we actively work: Airport Capacity & Charges, Airport Competition, Airport Connectivity, Airport Economics, Airport Ownership, Airport Performance Management, Airport Sustainability, Border Control, Digital Transformation, EU Funding, Passenger Experience, Regional Airports and Staff Mobility.*

*All of these publications are downloadable from each Industry Topic webpage in the Industry Topics section of the ACI EUROPE website ([www.aci-europe.org](http://www.aci-europe.org)) and from hyperlinks in the digital version of this Catalogue.*

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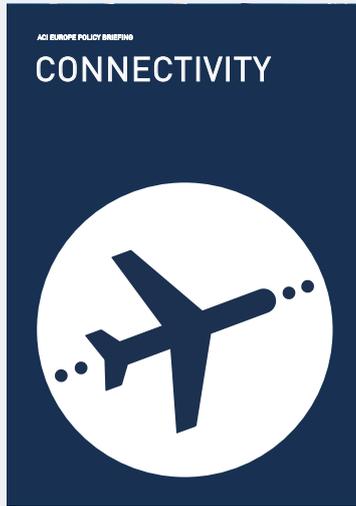
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## POLICY BRIEFING

This publication is structured in three main themes – Connectivity, Sustainability and Safety & Security –, each of them containing key messages for the airport industry in several areas: air connectivity, airport capacity, airport charges, ATM, airport slots, passenger rights, border control, climate change, sustainability, noise, drones, security and cybersecurity.

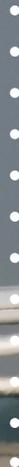
Type: Modular folder

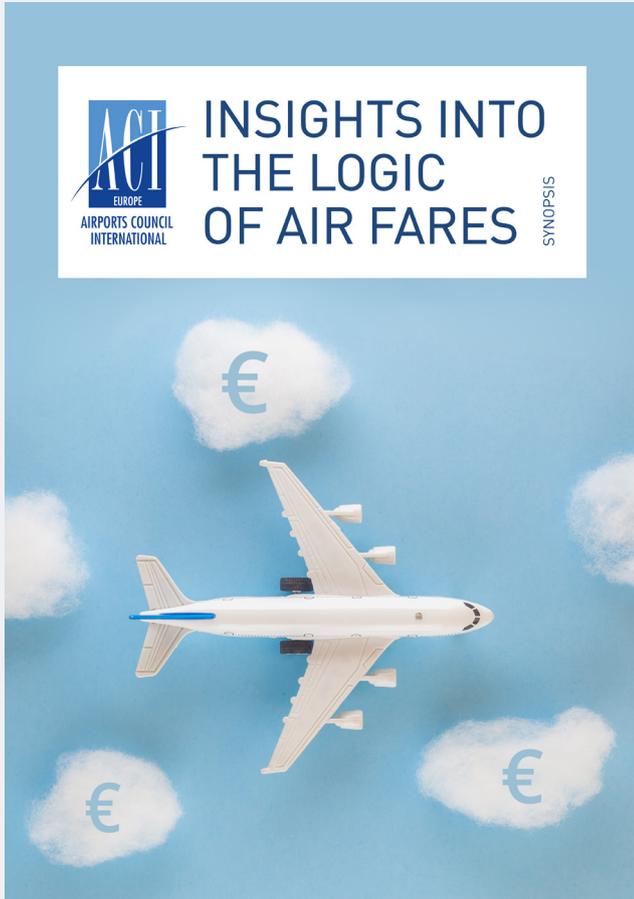
Year: 2019

Pages: 20 (digital version)



# AIRPORT CAPACITY & CHARGES





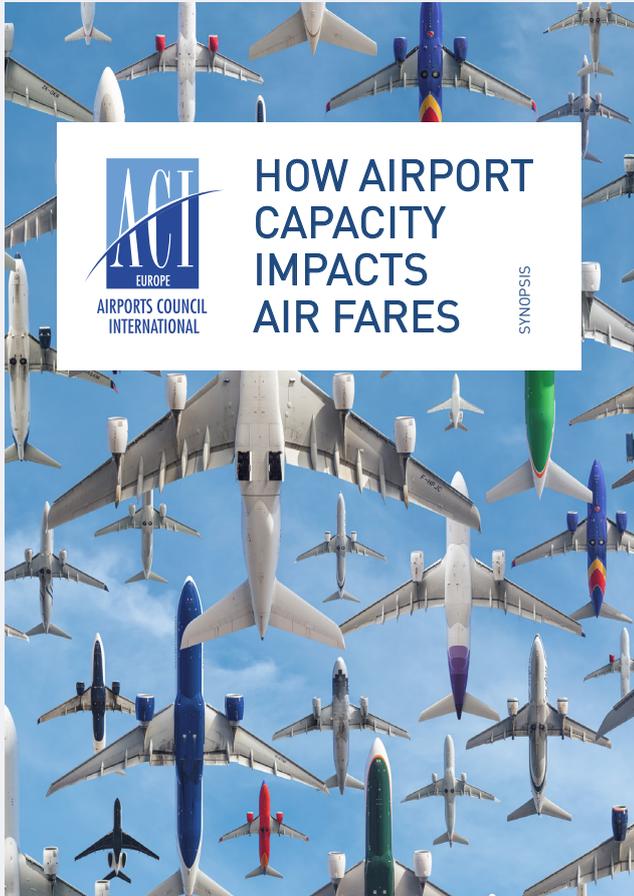
## INSIGHTS INTO THE LOGIC OF AIR FARES



This synopsis publication aims to summarise and contextualise the key findings of the ICF Study entitled *Identifying the Drivers of Air Fares*, released in May 2018. This study was commissioned by ACI EUROPE to research the components of Air Fares, to gain insights into the opaque nature of airline ticketing and the various charges that are commonly listed on your airline ticket. ICF also researched whether the levels of airport charges have a direct effect on the air fares airlines are charging passengers – and conversely, whether any reductions in airport charges are indeed passed-through to air travellers.

Type: Synopsis Publication  
Year: 2018  
Pages: 16





## HOW AIRPORT CAPACITY IMPACTS ON AIR FARES



This Synopsis publication summarises the SEO Amsterdam Economics & Cranfield University Report *The Impact of Airport Capacity Constraints on Air Fares*, highlighting some of its key insights and analysis. It finds that European consumers are paying €2.1 billion a year in additional air fares, due to capacity constraints at airports. According to this study, every 10% increase in airport congestion leads to an aggregate increase of 1.4% to 2.2% in air fares. It also estimates that by 2035 European passengers will be paying €6.5 billion in higher fares each year, specifically due to a lack of airport capacity.

Type: Analysis Paper  
Year: 2017  
Pages: 20





# LEVERAGING AIRPORT INVESTMENT TO DRIVE THE EU'S AVIATION STRATEGY

A DECADE OF DELIVERY FOR THE TOP 21 AIRPORTS IN EUROPE



## LEVERAGING AIRPORT INVESTMENT TO DRIVE EU'S AVIATION STRATEGY



This Report examines the link between airport charges and investment in capacity & service quality by undertaking an in-depth analysis of the largest 21 airports in the EU & EFTA over the past decade. It was in response to erroneous claims that had been made by airline association Airlines4Europe (A4E) that the 21 largest airports in the EU & EFTA had increased their airport charges by 80% over the past 10 years.

It finds that these airports had invested over €53 bn back into their facilities over the past decade, and this allowed a significant increase in passenger satisfaction, as well as additional capacity equivalent to adding an extra Heathrow, Paris Orly & Charles de Gaulle to Europe's aviation network.

Type: Report

Year: 2016

Pages: 40



# AIRPORT COMPETITION





# THE COMPETITIVE EDGE: AIRPORTS IN EUROPE



In an effort to track the ongoing evolution of the European aviation market, ACI EUROPE commissioned the research consultancy Oxera to review and analyse the factors of competition that today define the European airport industry and how airport-airline passenger dynamics stem from that.

This publication aims to summarise and contextualise the key findings of the 2017 Oxera Study entitled *The Continuing Development of Airport Competition*. The resulting study reveals more movement and more structural change than we had initially suspected – with significant changes in both the nature and intensity of airport competition.

Type: Synopsis Publication  
Year: 2017  
Pages: 36





## AÉROPORTS EUROPÉENS : UNE COMPÉTITION TOUJOURS PLUS VIVE



Dans le but de suivre l'évolution permanente du marché européen de l'aviation, l'ACI EUROPE a demandé au cabinet Oxera d'examiner et d'analyser les facteurs de concurrence qui définissent aujourd'hui l'industrie aéroportuaire européenne et les dynamiques entre aéroports, compagnies et voyageurs qui en résultent.

Cette publication vise à synthétiser et à contextualiser les principales conclusions de l'étude 2017 du cabinet Oxera intitulée *The Continuing Development of Airport Competition (Le développement continu de la compétition aéroportuaire)*. Cet étude révèle des mouvements et des transformations structurelles plus grands que nous ne l'avions initialement soupçonné, avec des changements significatifs à la fois dans la nature et l'intensité de la concurrence aéroportuaire.

Type: Publication synoptique

Year: 2017

Pages: 33





ACI  
EUROPE  
AIRPORTS COUNCIL  
INTERNATIONAL

ACI EUROPE Analysis Paper:  
**Competition in the European  
Aviation Sector**



## COMPETITION IN THE EUROPEAN AVIATION SECTOR



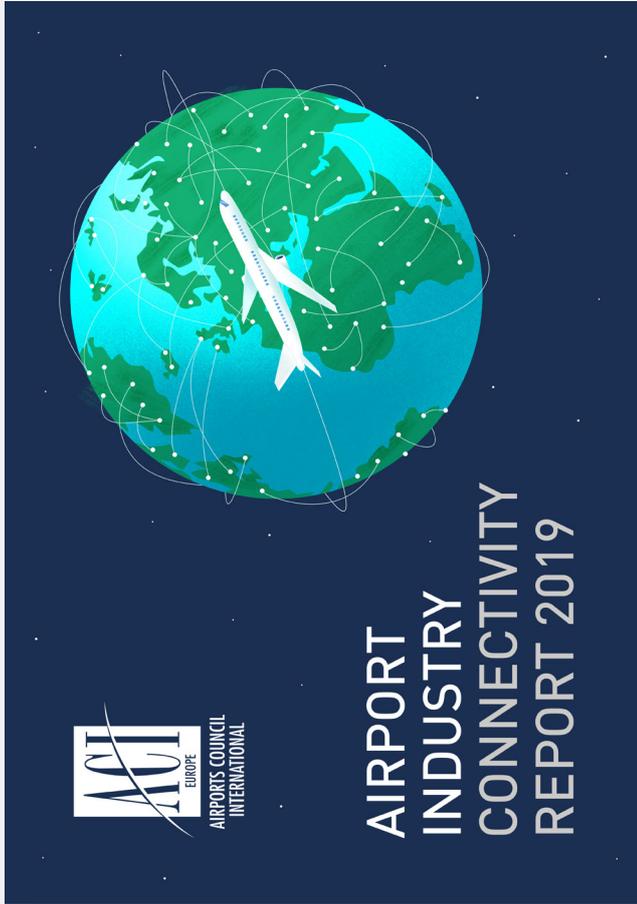
This Paper is a response to the IATA Briefing Paper entitled *Airport Competition* and released in November 2013, which is in effect a counter-study by IATA challenging some elements of the ACI EUROPE *How Airports Compete* synopsis publication, published in January 2013.

Type: Analysis Paper  
Year: 2014  
Pages: 27



# AIRPORT CONNECTIVITY





## AIRPORT INDUSTRY CONNECTIVITY REPORT 2019



For the 6th year running, ACI EUROPE releases its annual Airport Industry Connectivity Report – a comprehensive industry-wide snapshot of air connectivity. This Report lays out the evolution of direct, indirect and total airport connectivity as well as hub connectivity between 2009 and 2019, enriched by analysis based on SEO's NetScan connectivity methodology.

Type: Report  
Year: 2019  
Pages: 44





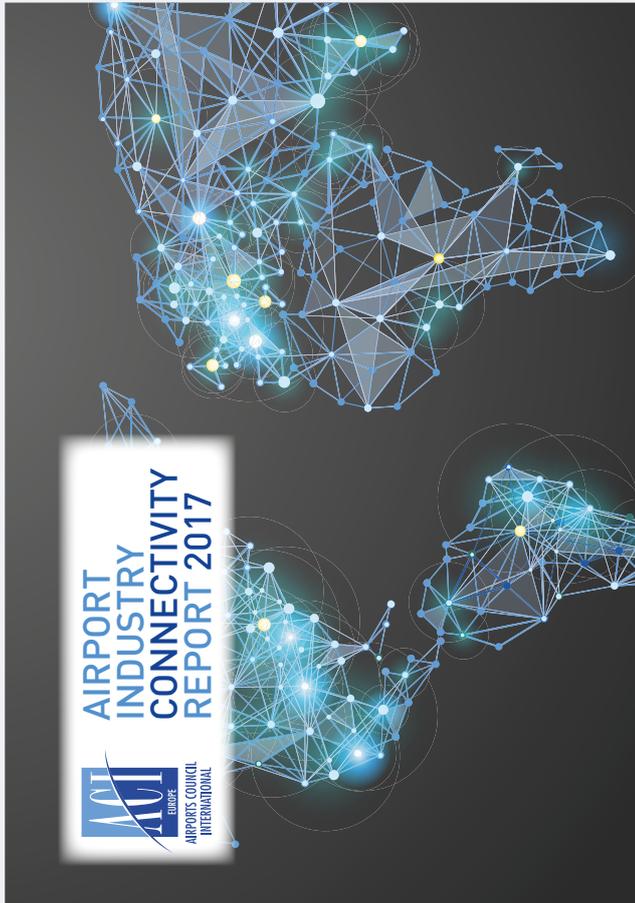
## AIRPORT INDUSTRY CONNECTIVITY REPORT 2018



For the fifth year running, ACI EUROPE issues its annual Airport Industry Connectivity Report – a comprehensive industry-wide snapshot of airport connectivity. This year's report lays out the evolution of direct, indirect and total airport connectivity between 2008 and 2018, enriched by analysis based on SEO's NetScan connectivity methodology.

Type: Report  
Year: 2018  
Pages: 28





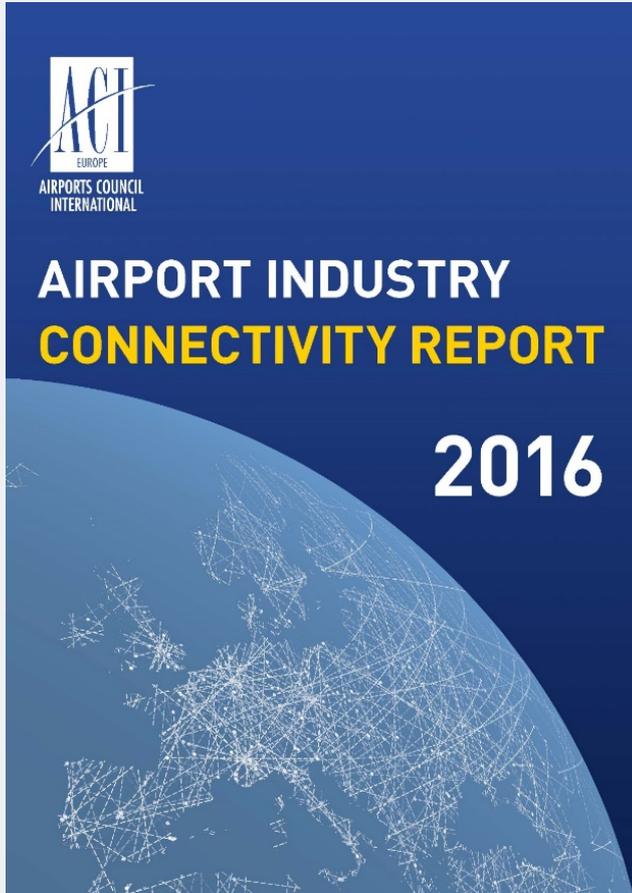
## AIRPORT INDUSTRY CONNECTIVITY REPORT 2017



For the fourth time, ACI EUROPE - in partnership with SEO Amsterdam Economics - releases its Airport Industry Connectivity Report, analysing the shift in air connectivity trends during the decade from 2007 to 2017 – with some surprising findings. This latest edition of the report is remarkable for its categorisation of airline business models and for the very first time, of the contribution that the 3 biggest Middle Eastern Airlines (the MEB3 – Emirates, Etihad and Qatar Airways) and Turkish Airlines have made to air connectivity in Europe.

Type: Report  
Year: 2017  
Pages: 44





## AIRPORT INDUSTRY CONNECTIVITY REPORT 2016



The third edition of this Report looks at developments in air connectivity at an airport, national & European level, over 2016. It found that while 2016 was a good year for direct connectivity growth, indirect connectivity (which looks at flights via a transfer airport) did not increase accordingly. This development most likely reflected shifts in the airline market.

This edition also focused on hub connectivity, and examined in detail how a range of European hubs compared against each other and against their peers across the globe.

Type: Report

Year: 2016

Pages: 63





## AIRPORT INDUSTRY CONNECTIVITY REPORT 2015



This Report is an update of the *ACI EUROPE Airport Industry Connectivity Report 2004-2014* (see Page 17) – the first ever industry-wide analysis of airport connectivity, which was released by ACI EUROPE in June 2014.

Produced in partnership with SEO Aviation Economics, this edition measures direct, indirect and hub connectivity in 2015 and historically, at a regional, country and individual airport level, by using the SEO's NetScan connectivity methodology.

Type: Report  
Year: 2015  
Pages: 39





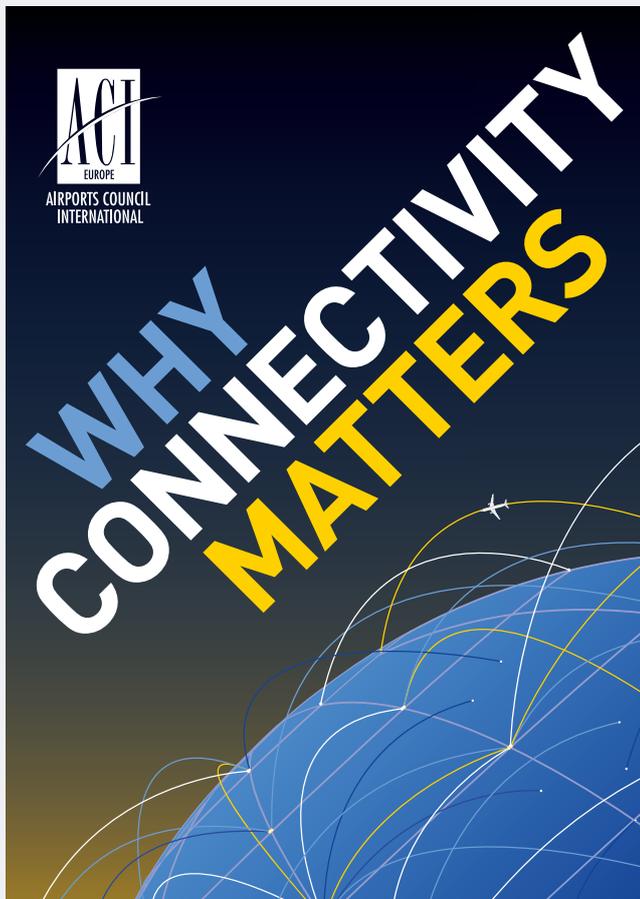
## AIRPORT INDUSTRY CONNECTIVITY REPORT 2004-2014



This Report is the result of a partnership between ACI EUROPE and SEO Aviation Economics to produce a unique industry-wide analysis. It is the first report of its kind, with analysis based on SEO Aviation Economics' NetScan connectivity methodology. It provides an in-depth review of the way air connectivity has performed in Europe over the past 10 years. It measures and analyses airport connectivity through various levels of aggregation as well as individual airport connectivity figures for 461 airports in 44 countries.

Type: Report  
Year: 2014  
Pages: 68





## WHY CONNECTIVITY MATTERS



This publication is a digest of *ACI EUROPE Airport Industry Connectivity Report's* key findings, released in June 2014.

The findings reveal the serious and lasting impact of the 2008/2009 crisis on connectivity – in particular for the EU. The findings also show that while EU hubs have been more resilient than small and regional airports in term of direct connectivity, they are now facing significant competition from hubs located in Turkey, the Gulf and to a lesser extent, Russia.

Type: Synopsis Publication  
Year: 2014  
Pages: 12



# AIRPORT ECONOMICS





## THE IMPACT OF AN AIRPORT



This publication provides a synopsis of the key findings of the InterVISTAS Study on the *Economic Impact of European Airports*, which was commissioned by ACI EUROPE to assess the economic impact of European airports. Released in January 2015, the resulting study individually quantified the direct, indirect, induced and catalytic impacts of European airports for each European country, for the EU 28 and EFTA groupings, as well as for the continent as a whole.

Following this publication, ACI EUROPE created an **Economic Impact Online Calculator**, which is available for ACI EUROPE's Members on the Members' Room of the ACI EUROPE website.

Type: Synopsis Publication

Year: 2015

Pages: 31





# ECONOMICS REPORT 2015



Drawing on financial data from over 220 airports in Europe, this Report gives aggregate data on the finances of the airport industry, covering revenues, costs, investments & profitability. It focuses on a smaller number of key graphs, with commentary focused on core policy messages. This analysis and results are incredibly useful in policy discussions at both a European and national level.

Type: Report  
Year: 2016  
Pages: 22





## ACI EUROPE ECONOMICS REPORT 2014



This report is sponsored by



# ECONOMICS REPORT 2014



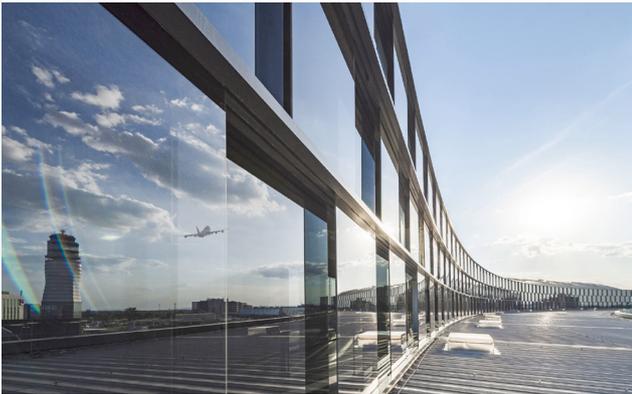
Sponsored by VINCI Airports, this Report presents key economic and financial data for the European airport industry in the following main domains: traffic development, aeronautical revenue, non-aeronautical revenue, operating expenditure, capital expenditure, capital costs and profitability.

Type: Report  
Year: 2015  
Pages: 37





## ACI EUROPE ECONOMICS REPORT 2013



This report is sponsored by



# ECONOMICS REPORT 2013



Sponsored by Vienna Airport, this Report presents key economic and financial data for the European industry. It points to a financial divide within the industry which mirrors the diverging traffic growth trends, with EU and non-EU airports facing quite different financial challenges. A challenge common to both groups is the continued increase in competitive pressures, as airports across European ensure that the level and structure of airport charges reflects users' needs and wants.

Type: Report

Year: 2014

Pages: 36



# AIRPORT OWNERSHIP





## THE OWNERSHIP OF EUROPE'S AIRPORTS



Following the success of the very first ACI EUROPE Report on Airport Ownership in 2010, this edition gives comprehensive data on the ownership structure of the 500+ airports in the membership of ACI EUROPE. Including details on the names and percentage holdings of individual shareholders of airport operators across Europe, the Report also contains fresh analysis on the nature of public, private and mixed airport ownership – with insights into how these have evolved in recent years.

Type: Report  
Year: 2016  
Pages: 30



# AIRPORT PERFORMANCE MANAGEMENT





# PERFORMANCE MANAGEMENT AT EUROPEAN AIRPORTS



## PERFORMANCE MANAGEMENT AT EUROPEAN AIRPORTS



This Analysis Paper is intended to provide guidance for airports which wish to improve their own capabilities in this area. With this in mind, the paper contains an introduction to the discipline of airport performance management, as well as several airport case studies, which serve as examples of best practice in this field. Furthermore, it outlines the tools and resources that ACI has on offer, to support and facilitate airports in their efforts.

The Paper also provides an overview of the current state of Performance Management at European airports - based on a survey of airport performance management professionals, which we undertook jointly with the University of Maastricht.

Type: Analysis Paper

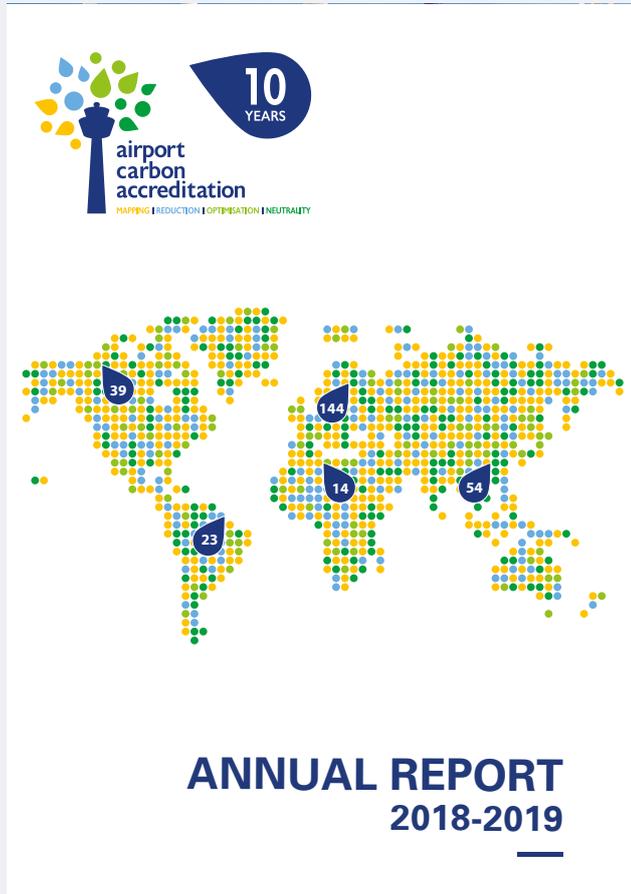
Year: 2015

Pages: 43



# AIRPORT SUSTAINABILITY





## AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2018-2019



This edition, which covers Year 10 of the programme (May 2018-May 2019), marks the first decade of the programme. It reports 16% growth in airports joining the global effort to reduce the industry's impact on the climate with 37 new airports being accredited and 50 carbon neutral airports. The programme reached a total of 274 accredited airports worldwide that succeeded in collectively reducing the CO<sub>2</sub> emissions under their control by -322,297 tonnes, a reduction of -4.9%. There was also a significant evolution of the programme's requirements with the introduction of new offsetting requirements and recommendations raising the offsetting standards in the airport industry.

Type: Report  
Year: 2019  
Pages: 63





# SUSTAINABILITY STRATEGY FOR AIRPORTS



## ACI EUROPE SUSTAINABILITY STRATEGY FOR AIRPORTS



In a fast changing world of economic disruptions, resource depletion and new societal and political dynamics, airports have to put the social purpose of their business at the core of their operations and implement a new paradigm of “Business-to-People” - and thus maximise the added value they provide to society. To support European airport operators in this endeavour, this strategy provides an industry-wide framework and guidance in the three dimensions of sustainability – environmental, social and economic. It outlines recommended actions that can help airports become more sustainable and defines indicative metrics to help them measure their achievements and identify areas for further progress. By doing so, it introduces a contemporary, balanced business approach that accounts for financial and non-financial impacts, suitably adapted to the priorities of our industry.

Type: Framework and Guidance Document  
Year: 2019  
Pages: 58





## THE FUTURE OF AVIATION NOISE



In view of the multi-faceted nature of aviation noise management, the continuing evolution of the sciences involved and the World Health Organization's latest study on noise entitled *Environmental Noise Guidelines for the European Region*, this Analysis Paper aims to clearly lay out the complexity of the noise management and the sciences needed to analyse it properly, highlighting the research gaps that still need to be addressed and pointing out how European airports see the way forward.

Type: Analysis Paper  
Year: 2018  
Pages: 26





# ULTRAFINE PARTICLES AT AIRPORTS

Current understanding of ultrafine particle emissions and concentrations at airports in 2018



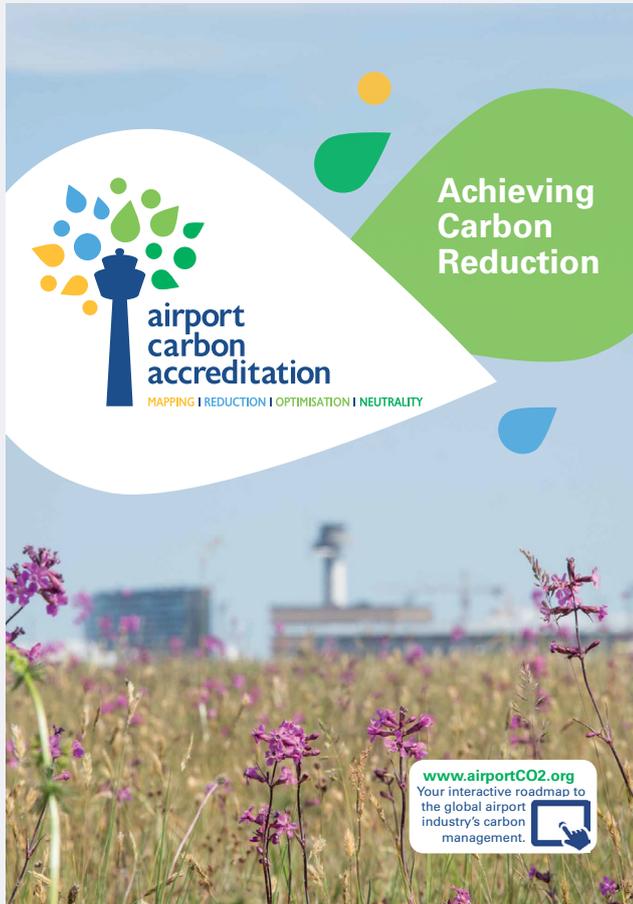
## ULTRA-FINE PARTICLES AT AIRPORTS (NEW EDITION)



ACI EUROPE has decided to update its 2012 study because new knowledge has been gained on Ultra-Fine Particles (UFP) since then, including through dedicated measurement campaigns and analysis by and at European airports. It reflects the commitment of the European airport industry to better understand and address the impact airport-related activities can have on UFP concentrations at and around airports. This new study focuses on the complexity of UFP measurement and the different factors that influence UFP concentrations. While in the absence of a dedicated UFP measurement standard, the decision to measure UFP is at the discretion of each airport, the study can help interested airports design robust measurement campaigns and define mitigation actions for UFP.

Type: Report  
Year: 2018  
Pages: 80





## AIRPORT CARBON ACCREDITATION BROCHURE



This brochure, which is updated annually, presents the key information about the benefits of joining *Airport Carbon Accreditation* and the main programme requirements in each level of accreditation. It also features the evolution of airport certification worldwide together with the total reduction in CO<sub>2</sub> achieved by airports.

Type: Brochure  
Year: 2018  
Pages: 20





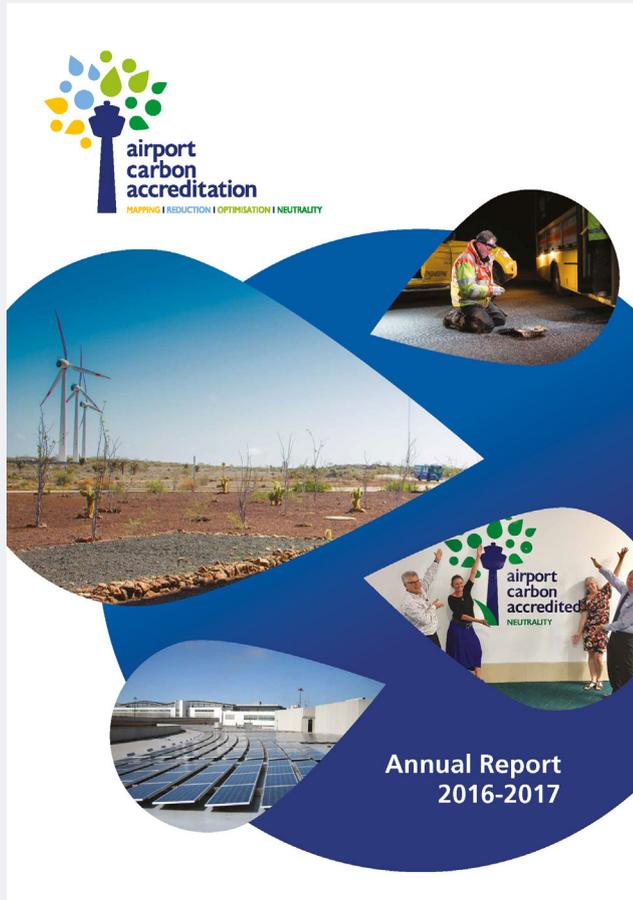
# AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2017-2018



This 9th edition covers Year 9 of the programme (May 2017-May 2018), during which the programme saw the highest annual growth since its inception in terms of accredited airports, with 48 new net accreditations. The total of accreditations surpassed the 200 airports milestone, reaching 237. The programme also achieved the highest aggregate emissions reductions with over 347,000 tonnes of CO<sub>2</sub> reduced.

Type: Report  
Year: 2018  
Pages: 72





# AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2016-2017



This 8th edition covers Year 8 of the programme (May 2016-May 2017), during which there was a continued increase in participation in all the regions with 189 reaching *Airport Carbon Accredited* status. For the first time, airports outside Europe achieved the highest accreditation level: 5 in Asia-Pacific, 1 in North America and 1 in Africa became carbon neutral. In Europe, there was strong progression of airports towards Level 3 Optimisation and Level 3+ Neutrality, with five airports reaching carbon neutrality. It was also the year when European airports agreed to double the number of carbon neutral airports from their initial target of 50 airports by 2030 to 100.

Type: Report  
Year: 2017  
Pages: 95





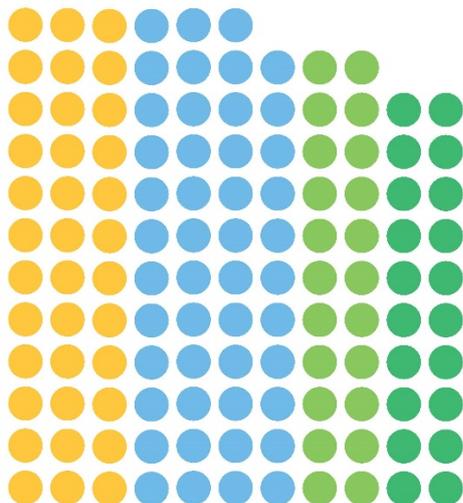
# AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2015-2016

The 7th edition of this Report covers Year 8 of the programme (May 2015-May 2016). This year was marked by a continued strong growth in programme participation worldwide and the conclusion of a partnership agreement with the UNFCCC at COP21. In this context, European airports have also committed to reach the target of 50 carbon neutral airports by 2030.

Visit [www.airportCO2.org](http://www.airportCO2.org) &  
[www.airportcarbonaccreditation.org](http://www.airportcarbonaccreditation.org)

Type: Report  
Year: 2015  
Pages: 80





## ANNUAL REPORT 2014-2015



Check out our interactive  
Annual Report microsite:  
[www.airportCO2.org](http://www.airportCO2.org)



# AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2014-2015



The 6th edition of this Report covers the period from May 2014 to May 2015. In this programme year, *Airport Carbon Accreditation* reached global status with the extension of the programme to the ACI North American and Latin American & Caribbean regions. This shows that airports are working in a collective way across the globe, to make further strides in managing, reducing and ultimately neutralising their carbon footprint. In this reporting year, participation has increased to 125 airports, in over 40 countries across the world. In addition, some 20 European airports have achieved carbon neutrality under the programme.

Type: Report  
Year: 2015  
Pages: 64





# AIRPORT CARBON ACCREDITATION ANNUAL REPORT 2013-2014



This edition of the Report reflects the developments of *Airport Carbon Accreditation* in its Year 5 (May 2013-May 2014). This reporting year was marked by the extension of the programme to the African region, another milestone in its global expansion. Participation has reached its century with a total of 102 accredited airports in Europe, Asia-Pacific and Africa, covering 23.2% of global air passenger traffic.

Type: Report  
Year: 2014  
Pages: 46

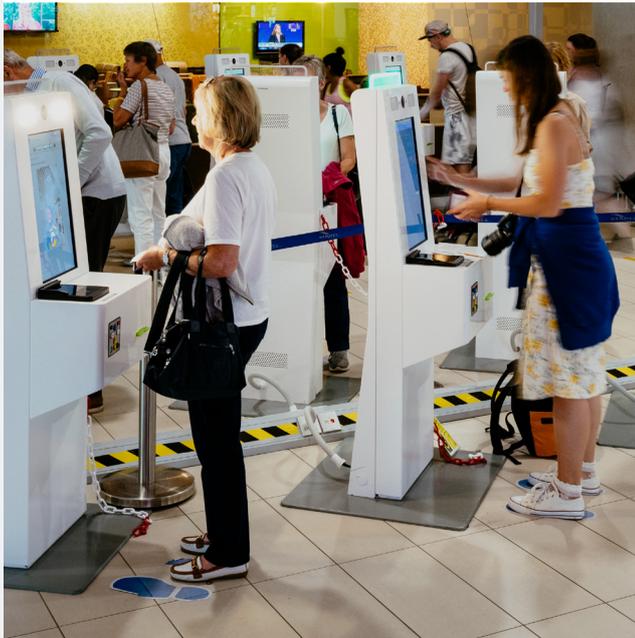


# BORDER CONTROL





# THE ENTRY-EXIT SYSTEM: A GUIDE FOR EUROPEAN AIRPORTS



## THE ENTRY-EXIT SYSTEM – A GUIDE FOR EUROPEAN AIRPORTS

The aim of this Guide is to provide Airport Managing Bodies with indispensable information on the Entry/Exit System (EES) legislation, with special focus on its technical architecture and its operational and financial implications. It also suggests different options for its deployment at European Airports.

Type: Guide  
Year: 2020  
Pages: 36



# DIGITAL TRANSFORMATION





## SESAR AND THE DIGITAL TRANSFORMATION OF EUROPE'S AIRPORTS



## SESAR AND THE DIGITAL TRANSFORMATION OF EUROPE'S AIRPORTS



This publication aims to show the technologies and solutions that have been developed by SESAR on the airside – the stage they are at, the benefits and efficiencies they provide – to empower Europe's airports with the necessary digital tools to contribute to the modernisation of the European air traffic management system. It consists of 3 main chapters: Chapter 1 gives an overview of the ACI EUROPE and SESAR's work on airport digitalisation. Chapter 2 describes how airport operations today, and up to 2035, will be shaped by SESAR solutions. It has a selection of solutions that are bringing benefits in terms of enhanced safety, increased capacity, improved operational efficiency, reduced costs and environmental mitigation. Chapter 3 looks into the future and considers what airport operations might look like beyond 2035, reflects on some emerging trends, the development of drone technology and the digital transformation of airports and how SESAR is already beginning to embrace some of them.

Type: Report  
Year: 2018  
Pages: 72





## DIGITAL REPORT 2015



The ACI EUROPE Digital Report is intended to be an indicative trends report, not a benchmarking or key performance indicators publication. In order to make the contents of this report as accessible as possible, it is written in a manner that presumes the reader knows little or nothing about the subject. The goal is to increase understanding of the current impact and further power of the digital tools used by airports to engage with passengers.

Type: Report

Year: 2014

Pages: 25



# EU FUNDING





## GUIDE TO EUROPEAN FINANCE INSTRUMENTS FOR AIRPORTS



This Guide provides a practical handbook to airport managing bodies aiming to obtain funds for a wide range of development projects. Based upon the European Union's Multiannual Financial Framework 2014-2020, it intends to give an overview of use of European funds by airports, the instruments and mechanisms currently available, the type of assistance provided and contacts for the relevant people within each organisation. Examples of projects financed under each programme are included for a better understanding of the funding possibilities.

Type: Guide  
Year: 2017  
Pages: 107



# PASSENGER EXPERIENCE



Destination	Time	Status
London	10:00	On Time
Paris	10:30	Delayed
Amsterdam	11:00	On Time
Brussels	11:30	On Time
Frankfurt	12:00	On Time
Munich	12:30	On Time
Berlin	13:00	On Time
Stockholm	13:30	On Time
Copenhagen	14:00	On Time
Oslo	14:30	On Time
Stockholm	15:00	On Time
Copenhagen	15:30	On Time
Oslo	16:00	On Time
London	16:30	On Time
Paris	17:00	On Time
Amsterdam	17:30	On Time
Brussels	18:00	On Time
Frankfurt	18:30	On Time
Munich	19:00	On Time
Berlin	19:30	On Time
Stockholm	20:00	On Time
Copenhagen	20:30	On Time
Oslo	21:00	On Time





# GUIDELINES FOR PASSENGER SERVICES AT EUROPEAN AIRPORTS (SECOND EDITION)



This second edition, which develops the methodology of the 3P approach (Premises, Processes & People) in shaping the passenger experience and the pyramids of passenger perception levels as a tool to enhance it, includes a number of significant changes. Each chapter has been updated and expanded with some major rearrangements to take account of new developments and trends – including the importance of technology and data exchange, staff engagement, landside security implications and the future of baggage handling. New chapters have also been added, notably on “Strategy and Quality Control” and “Enhancing the Passenger Experience through Technology”. Annexes with new case studies and testimonials complete this edition.

Type: Guides & Guidelines  
Year: 2018  
Pages: 174 (print version); 230 (digital version)





## GUIDELINES FOR PASSENGER SERVICES AT EUROPEAN AIRPORTS



Entirely dedicated to the passenger, the Guidelines offer a holistic approach to passenger services at European airports. This publication highlights the various passenger current trends and presents a new and multidimensional model for passenger categorisation. In addition, it features the so-called 3P approach (Premises, Processes & People). It looks at how the design of the premises, the quality and smoothness of the processes at airport terminals on departure, arrival and transfer, as well as the role played by people working within the airport, significantly shape the passenger experience.

Type: Guides & Guidelines

Year: 2014

Pages: 118





## РУКОВОДСТВО ПО ОБСЛУЖИВАНИЮ ПАССАЖИРОВ В ЕВРОПЕЙСКИХ АЭРОПОРТАХ



Данное руководство представляет собой уникальное информационное хранилище передовых методов работы европейских аэропортов и важных элементов обслуживания пассажиров. Будучи частью задачи нашей ассоциации по усовершенствованию методов управления аэропортами, данное руководство предлагает аэропортам всех размеров соответствующий инструментарий и подходящую информацию, которые помогут им улучшить услуги, предлагаемые пассажирам.

Руководства и рекомендации  
Год выпуска 2014  
Стр. 118



# REGIONAL AIRPORTS





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## EUROPEAN REGIONAL AIRPORTS – CONNECTING PEOPLE, PLACES & PRODUCTS



This publication is the contribution of the ACI EUROPE Regional Airports' Forum to the general discussion on the added value of regional airports in Europe. It is aimed at presenting the relevance of regional airports in a wide context and their contribution to the local, regional and European economies as essential links in the European aviation network. An overview of the most important challenges and regulatory requirements facing them is also provided for a better understanding of their reality.

Type: Analysis Paper

Year: 2017

Pages: 93



# STAFF MOBILITY





## GUIDELINES FOR STAFF EXCHANGES

This publication represents the compilation of knowledge and best practices accumulated over the years of successful short-term staff exchanges between European airports. It explains the benefits of staff exchanges, how they can be developed and what the main requirements are in terms of the application process and programme design.

Type: Guidelines  
Year: 2019  
Pages: 24





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In response to the Climate Emergency, in June 2019 our members committed to achieve **Net Zero** carbon emissions for operations under their control **by 2050**, without offsetting.

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