



## **CONCESSION**

Relating to the CONSTRUCTION AND  
OPERATION of the  
ZAGREB AIRPORT

## **STAKEHOLDERS ENGAGEMENT PLAN**

Dated 17/01/2013

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## I. INTRODUCTION

The project implies the construction of the New Passenger Terminal of the Zagreb Airport (NPT) with the supplementary connections to the infrastructure network, trafficable surfaces on the landside of the NPT (access roads, car parks), trafficable surfaces on the airside of the NPT (apron, rapid exit taxiway, access taxiways and de-icing area), energy plant, drainage and waste water treatment system. Regarding the runway and taxiways, this part of the project implies the construction of a rainfall drainage system; and regarding the existing apron, the project requires the connection of its current rainfall drainage system to the new drainage and water treatment system. The area of the construction of the New Passenger Terminal of the Zagreb Airport is of the total surface area of 1.3 km<sup>2</sup> and the area of the Concession is about 3.2 km<sup>2</sup>.



**Figure 1:** Aerial photo of Zagreb Airport current state

The NPT will comprise of one main core of the terminal (main building), which will comprise main facilities of the landside for domestic and international passengers, and of the airside for domestic and international passengers, plus two halls with passengers ramps on the airside for outgoing, incoming and transfer passengers linked to the main terminal. Trafficable surfaces include service roads, taxi stands and parking spaces for coaches and cars of the users and airport staff.

On the airside a new apron will be built to accommodate airplane positions required for a fleet expected for the Zagreb Airport traffic. The design of the airside provides for de-icing platform positions. The platform with de-icing and prevention of icing will have its own drainage system and water will be collected and recycled.

The energy supply plant of the NPT implies a modular increase of capacity in compliance with the phase construction of facilities. It is planned to use natural gas as base fuel for heating.

Polluted rainfall water from airside trafficable surfaces of the Zagreb Airport will be collected by a

watertight drainage system, treated at the water treatment plant of the Zagreb Airport and discharged into Velika Gorica rainfall drainage system or into the Sava River as recipient.

Sanitary waste water will be either treated at the water treatment plant of the Zagreb Airport and discharged into Velika Gorica rainfall drainage system or into the Sava River as recipient; either it will be connected to the Velika Gorica public drainage system in the untreated form, if conditions for this are realised. Polluted rainfall water from landside trafficable surfaces of the Zagreb Airport will be collected by a watertight drainage system, directed into a hydrocarbon/sand separator tank and discharged into Velika Gorica rainfall drainage system or into the Sava River as recipient.

The principle of supply of aircrafts with fuel at the Zagreb Airport NPT will follow the present practice – delivery of aircraft fuel from the INA AVIOSERVIS storage to the aircraft by aircraft fuel tankers.

Reconstruction of runway and manoeuvring areas which today have no drainage system implemented implies the construction of a watertight system to collect and drain rainfall to the Zagreb Airport waste water treatment system, to which also the existing apron will be connected.

By implementing operative and passive measures of noise protection, the impact of air traffic noise can be reduced and minimized to prescribed levels, which will be controlled by means of an established noise monitoring programme.

## **II. REGULATIONS AND REQUIREMENTS**

The current regulation regarding the stakeholder communication is based on the Croatian Air Traffic Act (og 132/08, 84/11) which define the various relationship between each parties.

The stakeholder management will be adapted according the phasing of the project, bearing in mind that exploitation and construction will overlaps at the starting of the concession period. The various tools and action will be managed and coordinated in order to avoid any lack of scope between those main two phases.

### **EXPLOITATION PHASE**

The Environmental commitment of Aéroports de Paris Management is completely aligned the strong and continuous Environmental commitment of Aéroports de Paris, its mother company.

Aéroports de Paris' Environmental commitment on the airports that it operates is a long term process (opening of the House of Sustainable Development of Paris-Charles de Gaulle airport, 1996). Its achievements are concrete (ISO 14001 certification of three platforms in Paris, 2005) and are subject to a regular wider external review (first extra-financial rating, 2003) covering all activities of Aéroports de Paris Group. Based on these achievements, Aéroports de Paris has developed a significant Group policy covering all environmental impacts, on a strategic as well as technical side. That is the reason why Aéroports de Paris Management endeavoring to obtain ISO 14001 certification and implementation of an efficient Stakeholders communication strategy for all airports under its operational responsibility (Algiers, Amman, 13 airports in Mexico...).

#### **a. A wide range of experts with proven technical environmental expertise**

Aéroports de Paris has an internal laboratory in charge of monitoring on its platforms noise, air quality and water quality (storm water, wastewater, drinking water). Achieving ISO 9001 and COFRAC certifications for some of its activities, the competence of the technicians of Aéroports de Paris

laboratory is recognized particularly in the areas of noise (noise map, urban planning, insulation scheme...) and air quality (collaboration with AirParif, Paris independent agency for air quality monitoring). Beyond this technical capacity, Aéroports de Paris has also developed an environmental expertise for operational activities with a high environmental impact such as winter services, wildlife management (including bird strike) and accessibility issue (company commuting plan, carpooling, videoconferencing ...). In addition, due to the recent but continuous development of its building capacity (Galerie Parisienne, T2G, Satellite S4, Coeur Orly), Aéroports de Paris has spearheaded an ambitious environmental policy for design, construction and remediation (HQE - French green building standard, LEED). Thus, its integrated engineering office offers its expertise in the rare field of energy audits for complex buildings.

As a conclusion, based on all of these rare skills, Aeroports de Paris Management has the ability to organize environmental training and expertise mission on airport under its responsibility when necessary.

#### **b. A recognized expertise in the field of environmental strategy**

All technical and operational competences detailed above have contributed to the development of a recognized know-how in the field of environmental strategy. This expertise extends from simple environmental or energy audit (ACI-Europe CO2 mapping method), until the establishment of management systems such as ISO 14001 or integrated (ISO 9001, security). With these concrete achievements, Aéroports de Paris has regularly completed its competence by expanding it in the field of Sustainable Development. The quality of the implementation of its strategy is proven by the result of its biannual extra-financial rating, conducted since 2003 by an independent agency<sup>1</sup>.

Aéroports de Paris Management is participating to it since 2008.

Last step in its environmental development, Aéroports de Paris is now committed to implement comprehensive approaches like industrial ecology or eco-neighborhood. Three accomplishments clearly illustrate this new ambition: part of the heat consumed at Paris-Orly airport is provided by the nearby National Market of Rungis' incineration plant and via a geothermic power plant; in addition their continuous renewal of ISO 14001 certification, all 3 Parisian airports have established Environment Partners Clubs to achieve an overall environmental performance beyond its sole activities; and finally with the property development project called "Coeur d'Orly", several buildings are about to get the French label BBC-Enr for low energy consumption.

This savoir-faire of Aéroports de Paris is regularly reproduced by Aeroports de Paris Management that supports the development of business eco-neighborhoods on its airports abroad.

#### **c. A strong competence in the field of environmental communication**

In addition to its technical and strategic competences, Aéroports de Paris has also committed to the development and implementation of an effective communication action plan in the field of environment. Its annual Sustainability Report and website dedicated to stakeholder's relationship (entrevoisins.org) illustrate the quality of its practice. Aéroports de Paris presents year after year, in a

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<sup>1</sup> In 2010, Aéroports de Paris achieved a rating close to excellent whereas the Group rating succeeded the level 3 out of a rating scale of 5.

transparent, accurate and educational way, its actions and performance related to Sustainable development. Information delivered meet national (ACNUSA, national independent agency for noise) and international (ISO) standards in force. In this field of environmental communication, the most remarkable practice of Aéroports de Paris remains the reception and information offered to any surrounding inhabitant in both Houses of Sustainable Development (Paris-Orly airport and Paris-Charles de Gaulle airport). Each year there are more than 30 000 people (residents, elected officials, students, professionals, employers ...) that are received. Exhibitions, guided tours, general information and other events are offered regularly in response to stakeholders' expectations of Aéroports de Paris.

Aéroports de Paris Management is regularly transferring this communication strategy on airports under its responsibility, mostly during the handover and construction phases of a new concession.

### **CONSTRUCTION PHASE**

As a main worldwide contractor Company Bouygues Batiment International is a leader in term of sustainable construction and therefore propose a comprehensive packaged regarding environmental and community action for the site construction area and the site offices.

This commitment of site management is founded through the systematic application of our "THE GREEN ACT"



GREEN ACT is the result of the application of the Bouygues Construction label, "ECOSITE" which comprises 66 actions for which we have determined absolute and essential goals.

GREEN ACT also requires achievement of "GREEN SITE OFFICE" Silver level, the tool for designing environmental site offices.

For the construction phase, the complete site area will be operated under those strong environmental and community policy. This strategy is defined to take into consideration the following axes:

- improve the environmental performance of sites;
- mobilize the teams around clear environmental objectives;
- Enhance our environmental initiative, internally and externally.

This initiative is built around 3 tools:

1. site environmental standards which provide recommendations on preservation of environment, examples of best practices and eco equipment;
2. grid/score sheet that allows the evaluation of the implementation of recommended measures;
3. Site Environmental label policy checklist and action in place.

This strategy is based on the ECOSITE environmental label



In addition to this, an internal certification procedure dedicated to site office will be also applied.

However modest a site office may be - made from prefabricated units - it is clear that we have to apply the same criteria that we are using for designing the new airport terminal under LEED certification label.

The Green Site Office is a guide to plan our site offices in the same way that we plan our environmentally-friendly buildings, based on the same environmental criteria.

For this we have drawn up a list of design solutions to be implemented in order to:

- Save energy with better insulation and more efficient equipment
- Save and re-use drinking water
- Manage our building efficiently
- Reduce our waste and improve our recycling
- Support our staff in these improvement aims
- Raise awareness for environmental impact



### III. SUMMARY OF ANY PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

#### a. Communication activities developed previously with the stakeholders

##### **Environmental Impact Assessment phase:**

A meeting with the citizens of Petina and Mala Kosnica was organized and conducted by Institute IGH on the October 2011, during the work on Environmental Impact Assessment Study.

Citizens were informed about NPT project, and their main concerns were indicated regarding negative impacts coming from the air traffic.

Received information was used for further work on Environmental Impact Assessment Study as the focus of noise and health impacts was moved on those two settlements.

Further public discussion was conducted within EIA procedure in compliance with the Environmental Protection Act in the premises of the Town of Velika Gorica from 9 July to 7 August 2012.

Announcement on public discussion was published in the “Večernji list” newspaper, on notice boards and web site of the Zagreb County, Town of Velika Gorica and City of Zagreb, including the Ministry web site.

Public presentation of the EIA Study and proposed mitigation measures and monitoring plan was held on 13 July 2012 on the premises of the Open University in Velika Gorica.

Comments received during the public discussion were elaborated and answered. Representatives of *Civil Initiative for the moving out of Mala Kosnica and Petina* were hosted at Zagreb Airport after the public discussion has ended, and they agreed to be included for further actions regarding mitigation of environmental impacts they bear.

The summarized previous stakeholders are listed in the chart below and give an overview of the various expectations of each part.

Stakeholder	Topics	Action plan
<b>Ministry of Environmental and Nature Protection</b>	Ensuring proper implementation of environmental mitigation measures and monitoring plan	Implementation of EIA Decision as required
<b>Ministry of Construction and Physical Planning</b>	Compliance of Project Design, building operations and quality regarding national building standards	Implementation of National building regulations as required
<b>Ministry of Maritime Affairs, Transport and Infrastructure</b>	Ensuring on compliance with the concession agreement	Implementation of concession agreement as required
<b>Ministry of Agriculture</b>	Ensuring proper implementation of soil monitoring plan	Communicate soil monitoring results and obtain feedback on possible issues or any changes. Provide frequent status reports and updates.
<b>State Institute for Nature Protection</b>	Closed after EIA procedure done	On specific communication actions demand.
<b>Croatian Waters</b>	Concerns regarding water treatment system and waste water quality	Communicate resource requirements early and ensure proper technology and design solutions to ensure National emission limits. Water permit to be obtained each year.
<b>Zagreb County</b>	Concerns on possible issues regarding infrastructure overloads, road traffic disturbance and environmental impacts	Implementation of EIA Decision and Building permit as required
<b>Velika Gorica Town</b>	Concerns on possible issues regarding infrastructure overloads, road traffic disturbance and environmental impacts	Implementation of EIA Decision and Building permit as required



<b>Velika Gorica water supply and sewerage company (VG vodoopskrba d.o.o.)</b>	Concerns regarding potable and sewage waste water quantities	Implementation of EIA Decision and Building permit as required
<b>Velika Gorica Touristic board</b>	General interest on the Project	Organization of site visit.
<b>District of Pleso (GO)</b>	Concerns regarding environmental impacts	Implementation of EIA Decision on specific action regarding noise and air pollution reduction.
<b>Local committee Selnica</b>	Concerns regarding environmental impacts	Implementation of EIA Decision on specific action regarding noise and air pollution reduction.
<b>Local committee Kosnica</b>	Concerns regarding environmental impacts	Implementation of EIA Decision on specific action regarding noise and air pollution reduction.
<b>Web portal VGdanas.hr</b>	Press publication of actual news regarding Project	Communication via Public Relation department on demand
<b>Turopolje Museum</b>	General interest on the Project	On specific communication actions demand.
<b>15 Citizens of Velika Gorica municipality that were registered in MOM from the public presentation of EIA Study</b>	General interest on the Project	Implementation of EIA Decision on specific action regarding noise and air pollution reduction.
<b>Civil Initiative for the moving out of Mala Kosnica and Petina (NGO)</b>	Concerns regarding environmental impacts	Solicit stakeholder as member of steering committee and obtain feedback on project planning. Frequent communication and addressing concerns are imperative

For the purpose of the general completion of the project, MZZMZZ has developed several consultation activities with its major stakeholders. Meetings held are, depending on the timing, information meetings or more general working meeting to solve operational, legal and environmental issues.

**b. Communication activities developed with the Grantor representative**

**i. Communication process set up with the Grantor representative**

According to the Concession Agreement, MZZ and the Grantor held every 2-week a coordination meeting to discuss all aspects associated to the handover of the airport concession project. Minutes of Meetings are systematically established and approved by the two parties.

These meetings mainly deal with:

- Legal and regulatory aspects of the Concession Agreement
- Fulfillment of the Condition Precedent as set in the Concession Agreement
- Design matters

- Operational activities managed by Zagreb Airport Ltd. (ZAL): investment program, traffic development, retail activities...
- Transfer of ZAL employees to the new Concessionaire at the hand-over date, according to the Concession Agreement and the Croatian Labor Law
- Update on financing completion and lenders coordination process
- Update on meetings/discussions with airport stakeholders
- Coordination with regards to environmental issues

On specific request by any of the party, side meetings can be scheduled

ii. Coordination with regards to the environmental issues

Based on the conclusion of the Environmental Impact Assessment (EIA), several clarifications on the process and conclusions associated with the EIA are requested by MZZ.

A side meeting gathering Grantor representative and Croatian Civil Aviation Agency has been held on October 18<sup>th</sup> to address Croatian noise limits, obstacle clearance and potential consequences. The Ministry of Transport has issued on January 17, 2013 a letter in order to clarify those issues.

**c. Communication activities developed with Public Services**

i. Coordination with Air Traffic Control ("ATC"):

Initial steps have been taken to inform ATC representative of the Concession Projects through a meeting with Airport Stakeholders held on July 31<sup>st</sup> at the Airport. Two supplementary meetings were held with ATC on December 11 and 17<sup>th</sup> 2012.

MZZ will proceed to further coordination once the Concessionaire Organization has been approved by the Grantor.

Except change in the regulation, MZZ intends to coordinate with ATC following the same process as today and will ensure full continuity of operations.

After the handover, MZZ intend to coordinate a full review with ATC in relation with apron management rules, coordination rules and environmental procedures (landing and takeoff protocol to abate the effect of noise generated by the airport traffic on surrounding settlements, noise reduction operative measures...).

ii. Coordination with police authorities

Initial steps have been taken to inform the Police authorities of the Concession Projects through:

- a specific meeting held on Passenger Terminal project and airport access/parking at the Ministry held on July 18<sup>th</sup>, 2012,
- A meeting with Airport Stakeholders held on July 31<sup>st</sup> at the Airport,
- A new specific meeting took place on December 12<sup>th</sup> 2012

MZZ will proceed to further coordination once the Organization Structure has been approved by the Grantor. In relation with airport operation and maintenance, MZZ intends to coordinate with Police

authorities following the same process as today and will ensure full continuity of operations.

*For General issues*

As soon as MZLZ Organization is settled, MZLZ will coordinate with airport police authorities

- to confirm offices space allocation, and rules applicable to these spaces and their uses
- to confirm coordination rules and procedures between Police authorities and the Project Company and/or Operator
- to confirm rules applicable for the safeguarding and the security of the outside Perimeter, including in case of unlawful events

*As specifically for Security controls*

MZLZ understood from statements of the Croatian Civil Aviation Agency (CCAA) and the police authorities that they intend to enforce the Croatian law that provides (Amendments to the Air Traffic Act which entered into force on 28 July 2011) that a transfer of the security services performed by the Police authorities at ZAG - passengers and staff screening in the terminal - shall be effective before July 2014.

MZLZ intention is to work with the CCAA and the Police Authorities to ensure that:

- the transfer be performed by October 31<sup>st</sup>, 2013
- the liaising be organized with the police authorities to set up a compliant and efficient organization of these services by the Project Company and/or the Operator

iii. Coordination with the Ministry of Defense

Initial steps have been taken to inform Ministry of Defense of the Concession Projects through a meeting with Airport Stakeholders held on July 31<sup>st</sup>, 2012 at the Airport.

As soon as the Concessionaire Organization is settled, MZLZ will coordinate with the Ministry of Defense

- To confirm coordination rules between civilian and military operation in the field of airport safety and emergency situation
- To confirm land allocation

Except change in the regulation, MZLZ intends to coordinate with the Ministry of Defense following the same process as today and will ensure full continuity of operations.

iv. Coordination with Customs & Health Control authorities

Initial steps have been taken to inform Customs services and Health Controls of the Concession Projects through a meeting with Airport Stakeholders held on July 31<sup>st</sup> at the Airport. A specific meeting was held, on December the 19<sup>th</sup> 2012.

As soon as MZLZ Organization is settled, MZLZ will coordinate with the Customs and Health Controls authorities:

- to confirm offices space allocation, and rules applicable to these spaces and their uses
- to confirm coordination rules and procedures between Police and the Airport Operator

Except change in the regulation, MZZ intends to coordinate with the Customs & health Control authorities following the same process as today and will ensure full continuity of operations.

v. Coordination with Civil Defense and First Aid Services

MZZ is already reviewing coordination process with Civil Defense and First Aid Services through ZAL and the current review of the Emergency Plan. A specific meeting was held, on December the 19<sup>th</sup> 2012.

As soon as the new version of the Emergency Plan is settled, MZZ will coordinate with ZAL and CCAA to determine if there is a necessity to review this coordination. Except change in the regulation, MZZ intends to coordinate with the Civil Defense and First Aid Services following the same process as today and will ensure full continuity of operations.

vi. Other Public Services

MZZ will organize before the Handover date, in acceptable delay, meetings with the other airports users and stakeholders, such as the Post Office, or the Ministry of Health,...

- to confirm offices space allocation, and rules applicable to these spaces and their uses,
- to confirm coordination rules and procedures with the Airport Operator.

Except change in the regulation, MZZ intends to coordinate with these users and stakeholders following the same process as today and will ensure full continuity of operations.

**d. Communication activities developed with Airlines**

Several steps have been taken to inform the airlines and their representatives of the Concession Project, notably through a first meeting with Airport Stakeholders held on July 31st, 2012 at the Airport. Since then, specific contacts have been already undertaken with Croatia Airlines representatives, as well as with the Airport User's Committee and the Airline Operator Committee gathering the representatives of the airlines operating in Zagreb. The purpose of these meetings and the ones to be organized regularly is to :

- Confirm the coordination rules and procedures between airlines and their representatives and the Concessionaire
- Update their representatives on the latest information of the project
- Confirm them offices and space allocation, and rules applicable to these spaces and the use of this spaces
- Ensure the full continuity of operations and that ZAG will be, at all times before and after Handover, operated under safe and secure conditions
- Inform them about the status of the applicable documentation and process on Zagreb airport (ZAG) (Aerodrome Certificate, Ground Handling License, Operation and Maintenance Manual, Airport Emergency Plan, Airport Security Program,...)
- Start coordinate on every environmental issue on which they have a direct impact (new less noisy landing and takeoff protocols, APU use restriction...)

It has to be noted that it will be difficult for MZZ to proceed further in detail until getting the necessary approval after the completion of the Conditions Precedent.

vii. Coordination with Croatia Airlines

Croatia Airlines, is not only Croatia flag-carrier, it is the based airline, representing the main influx of traffic to Zagreb Airport, the main user of airport services.

Because of this Croatia airlines and MZZ have to work closely together in order to support each other developments.

For this MZZ intends to work along with Croatia Airlines along the following lines:

- Develop a shared strategic perspective over Zagreb Airport development: traffic strategy, hub strategy, Star Alliance, etc.
- Maximize together the operation within the current Terminal
- Discuss with Croatia Airlines their interest in a potential use of the current terminal areas once the airport operation have been transferred to the new terminal
- Work together on the New Terminal in parallel with the work done with the other airlines operating at Zagreb airport
- Discuss about Croatia Airlines strategy on land use
- Coordinate on every environmental issue on which they have a direct impact (winter services, fleet mixt improvement, new less noisy landing and takeoff protocols, APU use restriction...). A specific focus will be done during the Environmental Baseline Report on the management of their activities within their maintenance hangars (soil pollution risks, hazardous waste management procedures...)

MZZ took already some steps with regards to this and organized specific meetings with Croatia Airline

- First in August with Croatia Airline former management
- Second on October 1st with the new Croatia Airlines management
- Third, on December 5<sup>th</sup>, once the restructuration Plan of the Airline has been approved.

New meetings and contacts are planned to cooperate closely with them.

**e. Communication activities developed with Croatian Civil Aviation Agency (CCAA)**

Croatian Civil Aviation Agency (CCAA) is a major stakeholder for MZZ for safety issue, airport charges matter and environmental purpose (noise). The scope of action of the CCAA is detailed in the Air Traffic Act. MZZ has a strong cooperation with the Agency :

- For the Transfer of the Aerodrome Certificate and the Ground Handling Approval
- For the transfer of the passenger and hand baggage screening activity from the Police Services to the Concessionaire
- For the revision of airport charges, if any, a planning respecting the legal process including a justified demand according to official timeline and consultation of the Airport Users Committee
- For airport safety, a continuous communication process to ensure full compliance of the

safety management system at Zagreb airport

- For environmental issue (noise), a clear action plan between MZLZ, CATC and CCAA detailing timeline, means and objectives for noise reduction action plan, especially in the situation where a dedicated noise charge should be implemented to cover insulation action.

**f. Communication activities developed with Refueling**

MZLZ has met with INA (Industrija Nafte) representatives in order to coordinate their future activity after the Handover date and to present to them the New Passenger Terminal facilities.

Except change in the regulation, MZLZ intends to apply the existing contractual and operational relationship between INA and ZAL at the time of the handover in order to ensure continuity of operations.

Regarding environment, as for Croatian Airline, a specific focus will be done during the Environmental Baseline Report on the management of their activities within their boundaries (soil pollution risks, spill management, hazardous waste management procedures, emergency situation...)

**g. Communication activities developed with other stakeholders**

As mentioned already, MZLZ organized in December and January meetings with the other airports users and stakeholders such as,

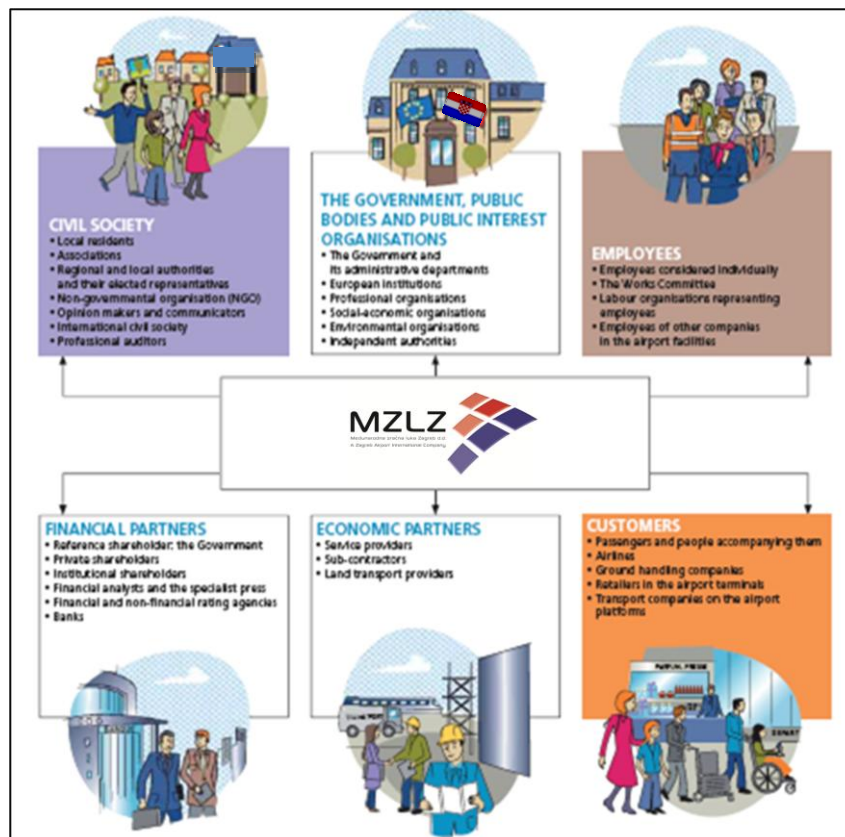
- Lessees and other terminal stakeholders with a contractual link
- Other stakeholders with no permanent contractual link
  - Bus Transportation
  - Taxi
  - Tour Operators and Tourist Companies

Except change in the regulation, MZLZ intends to coordinate with these users and stakeholders following the same process as today and will ensure full continuity of operations.

In a near future, based on the Concession Agreement timing for Carbon neutrality, MZLZ will develop the concept of Environment Partners Club with all this stakeholders. This communication and management tool is extremely efficient when it comes to enhancing an environmental performance beyond the sole airport direct activities.

**IV. PROJECT STAKEHOLDERS**

MZLZ Stakeholders are composed of 6 main groups (see Figure 2). The communication strategy of MZLZ is supported by this detailed analysis: for each group, means of communication are different as well as information delivered



**Figure 2: MZZ's Stakeholders groups**

The purpose of MZZ's communication action plan will be to provide meaningful information in a format and language that is tailored to the needs of the target stakeholder group(s):

- Providing information in advance of consultation activities and decision-making
- Disseminating information in ways and locations that make it easy for stakeholders to access it
- Two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed
- Clear mechanisms for responding to people's concerns, suggestions, and grievances incorporating feedback into project or program design, and reporting back to stakeholders

As a conclusion, MZZ intends to implement a communication program in 3 directions:

- Communication with *regards to staff*: this communication has already started through contacts with members of ZAL management and ZAL Employees.
- Communication with *regards to the airlines and associated stakeholders*: this information has also started at the occasion of the meeting held on July 31<sup>st</sup>. New meetings are planned with airlines, public services and airport users during September.
- Communication with *regards to the public (including surrounding communities)*: this communication will be elaborated in close relationship with the Grantor.

- Develop and improve communication on airport services for passengers
- Create a webpage dedicated to corporate information presenting MZZ and its Shareholders
- Create a webpage focused on the New Terminal Project. This webpage shall be updated regularly in accordance with the works progress
- Update regularly the current a webpage dedicated to environmental information, compiling results of monitoring campaigns for noise, air quality and water quality
- Improve relation with media in general (social media, newspaper, radio and television)
- Inform passengers and employees of the airport about the project immediately at the entrance of the airport site (giant poster)
- Inform surrounding communities on any subjects that may be requested by them, including as an example on job opportunities or any social supporting activities (kindergarten implementation, exhibition, guided tours...)

## V. STAKEHOLDER ENGAGEMENT PROGRAM

Based on the assumption that each category of stakeholder has its specific requests and demands toward the airport, information tools and methods of consultation vary. The chart below gives a quick overview of the tools and methods MZZ intends to develop. The timeframe shall be decided according to the global timing of the Concession project.

<b>Stakeholder category</b>	<b>Information tools</b>	<b>Methods of consultation</b> <i>(to be implemented according to a specific timing)</i>
<b>Civil society: Local residents, associations, local authorities, NGOs, opinion leaders and relays, international civil society, professional auditors.</b>	<ul style="list-style-type: none"> <li>- ZAL Internet site</li> <li>- Environment report (subject to become a Sustainability report)</li> <li>- Any media (radio, television, newspaper...)</li> <li>- Dedicated place similar to Parisian “House of sustainable development”</li> <li>- Site guided tours</li> </ul>	<ul style="list-style-type: none"> <li>- Airport Job Forums</li> <li>- Exhibitions on sustainable development</li> <li>- Environmental advisory committee</li> <li>- Zagreb Airport future Foundation (dedicated only to local community involvement)</li> </ul>
<b>Employees: ZAL/MZZ employees, the works council, trade union, employees at airport of other companies.</b>	<ul style="list-style-type: none"> <li>- ZAL Internet site</li> <li>- Environmental awareness booklets for staff</li> <li>- Internal newsletters</li> <li>- Environment report</li> <li>- Environment Partners Club</li> </ul>	<ul style="list-style-type: none"> <li>- Annual Social Climate Survey</li> <li>- Work committee</li> <li>- Conferences and events (sustainable week, waste day, commuting week...)</li> </ul>
<b>Government and public bodies: the Croatian</b>	<ul style="list-style-type: none"> <li>- Project-centric</li> <li>- Environment report</li> </ul>	<ul style="list-style-type: none"> <li>- Working groups</li> <li>- Participation in local, regional, national and European working groups</li> </ul>



<b>Government, European institutions, public and general bodies.</b>		- Regular discussions with Ministries and government agencies
<b>Financial Partners: shareholders, banks, investors.</b>	- Quarterly and annual results - Environment report - Monthly report on finance, traffic, operation, trading, New Terminal...	- Board of Director (shareholders Meetings) - Additional committees like audit committee and Steering Committee (if necessary) - Site guided tours
<b>Economic partners: Service providers, suppliers, subcontractors.</b>	- Daily follow-up - Environmental awareness booklets for staff	- Market and consultations (tenders) - Prevention plans
<b>Customers: Passengers and their companions, user associations, airlines, handling companies, shops in terminals.</b>	- ZAL Internet site - ASQ quarterly and annual report - Price list (BtoB) - PRM services	- Satisfaction Surveys on departure and arrival (passengers) - Dedicated phone number - Environment Partners' Club - Operational Quality of service committee (if necessary)

**Table 1:** Description of Information tools and consultation methods to be implemented

In addition, MZLZ intent is to implement an annual seminar “discover airport jobs” dedicated to the people living in Zagreb and its surrounding cities. It will help to gather in the same place the companies working on the airport and looking for workers and the people willing to get a job albeit they are not aware of the work opportunities on the airport. The primary objective of this seminar will be to provide work seekers a better understanding of business offered on the airport platform, enabling them to understand their professional future with more realism. Five tasks will be assigned for this seminar:

- Create networks of socio-economic;
- Welcoming new businesses and support their development;
- Helping employees of the airport in their daily lives;
- facilitate the job search airport;
- Analyze the evolution of jobs and economic benefits.

### **Philanthropic and community action**

The community oriented actions will be strongly supported by MZLZ through several initiatives.

The commitment of the team both during construction phase and after for operation will focus on the main issues of the local population.

As a matter of fact, a large palette of community action can be developed based on our previous experience and of course on the population expectation.

The idea on the construction is to share experience, knowledge or workforce for a free cost to help

local community to sort some issues in a non commercial process. This experience is compiled in BBI's community Yearly book "Nos Belles Histoires"

This also is usually implemented with the help of a local NGO to support and facilitate the action plan proposed.

Existing Corporate foundations can help for those actions either in funding totally or partially the project submitted. This foundation results from the Bouygues Construction Group's sustainable development policy, which encourages the company to "participate in the economic and social life of the territories in which it operates".

The general organisation for this type of project is to submit an application form of the action which will be validated by the Steering Comity of the Foundation.



## VI. TIMETABLE

The planning of the Stakeholder engagement plan is under review and will be finalized and transmitted later.

## VII. RESOURCES AND RESPONSIBILITIES

### AIRPORT OPERATIONS:

#### a. The Concessionaire Organization for airport operations

The organization of the Concessionaire for airport operations is not only the presentation of an Organizational Chart; it is also the description of processes and Manuals to be implemented by the Concessionaire to fulfill its duties. Due to the specific timing of the project (handover phase where the new concessionaire has no operational responsibility), the Concessionaire organization will go through 3 phases. The 2 first phases are in deep interaction and coordination with ZAL as described below:

- **Ramp-up phase:** this phase occurs from the signing of the Concession Agreement (April 2012) to the Effective Hand-over Date (April 2013). The coordination process defined will allow MZLZ and ZAL to work jointly on the delivery of CPs requested by the Concession Agreement, on the preliminary implementation of MZLZ strategy (transition, operation, maintenance, retail, stakeholders engagement plan...) and on the daily follow-up of any action implemented by ZAL before the Effective Hand-over (review of contracts, communication with Stakeholders, traffic improvement...). A full coordination between MZLZ and ZAL will be established in order to allow a smooth communication process between the 2 entities with the objective of achieving the requirements set in the Concession Agreement;

- **Consolidation phase:** this phase lasts from the Effective Hand-over Date (April 2013) to up to 6-7 months after. Its purpose is the real implementation of the Concessionaire and Operator identified structure and organization in the structuration and organization of the airport services. This phase is very sensitive since it makes concrete the commitment between stakeholders: transfer of the aerodrome certificate and of the staff, implementation of the new organization, redefinition of the cooperation and communication processes. MZLZ shall adopt appropriate methods of change management to get the membership of all stakeholders;
- **Going-live phase:** this phase takes place after the consolidation phase until the end of the Concession Agreement term (30-year).

Resources and responsibilities dedicated to environmental issues are defined in accordance:

**During the Ramp-up phase**, MZLZ has set up a Regional Managing Director and a junior project manager to develop a local knowledge of the airport as well as tight contacts with ZAL top management and strategic Stakeholders. The Regional Managing Director will ensure the on-time delivery of operational Conditions Precedent (CPs), the follow-up of due diligence expertise and the development of relationship with specific Stakeholders as well as the preparation of the airport handover with respect to the operational take-over. MZLZ has defined 1 Transition Committee to cover 6 Working Streams (cf. Figure 2). The Transition Committee's objective is the respect of CPs § 5.1.4.b and § 5.1.4.d of the Concession Agreement until the Effective Hand-over Date. This Committee meets weekly and covers the following :

- The Working Stream "Change Management", its objectives are the definition of the human resources strategy to comply with CPs § 5.2.1.k and § 5.2.1.m of the Concession Agreement following the Grantor instructions, as well as the definition of short, mid and long-term strategies of the airport;
- The Working Stream "Administration", its objective is the management of any financial and legal issues associated to future activities;
- The Working Stream "Airport Stakeholders", its objective is the development of strong relationships with airport stakeholders and a communication strategy as per the plan aforementioned;
- The Working Stream "Manuals and certificates", its objective is the achievement of the requirements under CPs § 5.2.1.a and § 5.2.1.o (airport certificate) of the Concession Agreement. This working group is therefore managing any environmental issues like missing license, noise limits, Environmental Baseline Report (EBR) and Environmental Management and Monitoring Plan (EMMP);
- The Working Stream "Developments" (including a Task force on Route Development), its objective is to support the development of traffic and commercial activities until the Effective Hand-over Date as per described in the Business Plan and the Strategic Marketing Plan (CP 5.2.1.a);
- And, the Working Stream "Immediate Enhancement Works", its objective is the definition of the compliance and refurbishment works as well as their follow-up on site

**During the Consolidation phase**, MZLZ will work with ZAL on the full implementation of the Concession Scheme. Thus:

- All rights and obligations of the Concession regarding airport operation and services, including employment of the staff, will be borne by the Concession structure, comprising an Airport Operator (local company) that will provide the Airports Services through an Operation and Maintenance Agreement.
- ADPM and TAV Airports should provide support and expertise services to the Concession structure, mainly the Operator, through a probably locally-based affiliated company.

**During the Going-live phase**, MZLZ will strengthen and structure its organization sets during the Consolidation phase to ensure efficient and all time compliant operations and maintenance of Zagreb airport. The management of the Stakeholders Engagement Plan will be mainly under the Chief Operation Officer (Compliance Department) with the following exceptions:

- Relationship with the Croatian Government (Grantor representative)
- Relationship with the Shareholders
- And potentially, relationship with the Work Council and trade unions.

#### **CONSTRUCTION SITE:**

The process of Site preparation and construction period of the new terminal airport and light refurbishment of the existing terminal required a communication organisation for the external stakeholder community but also for internal staff and subcontractors use. To ensure this engagement the following organisation will be put in place:

#### **Internal stakeholder communication:**

All parties involved (site staff and workers, subcontractors, co-contractors, service providers, suppliers...) will be inducted on measures to adopt in respect of the environment at each commencement of site and throughout the project duration. The support for awareness measure comes in various forms:

- Induction of new comers
- Welcome booklet
- Meetings
- Poster campaign (See example below)
- Promotion/sharing of best practices;
- Comments feedback (suggestion boxes, observations notebook...);
- Periodic ¼ hour environmental and safety meeting;

The project's environmental assessment (aspects/impacts, roles and responsibilities, actions to be implemented...) will be communicated to the various parties concerned. A communication based on the following themes will be put in place:

- Waste;
- Hazardous products;
- Noise nuisances;
- Air;
- Aquatic environment;
- Biodiversity;
- Consumption;
- Cleanliness;
- Emergency situation.



The person in charge of this strategy will be the QSE officer supported as necessary by the communication headquarter department.

### External stakeholder communication:

The site construction activities will also impact external stakeholder and It is part of our commitment to proper address the subject focussed by those interested parties:

- local residents,
- local associations,
- Environmental organisations
- Government bodies (Administration, schools...)

The various information exchanges between the site team and the external stakeholder will generally deal with:

- the discovery of the site and extend of the works
- the progress of the work,
- the disturbances occasioned
- the implemented actions to reduce disturbances

To communicate on those axes an external communication set will be implemented either to create a constructive relationship, to inform on major event or to improve the MZZLZ Consortium image.

- Dedicated web site to inform on works progress, important milestone or local impact (Major works, Road limited access for delivery...)
- Meetings and briefings with the interested parties;
- Information leaflet drop in mail boxes or posters around the site
- Enquiries within the neighbourhood;
- Organisation of site visit for public, schools, academics...

The person in charge of this strategy will be the QSE officer supported as necessary by the communication headquarter department.

## VIII. GRIEVANCE MECHANISM

## **AIRPORT OPERATIONS:**

The establishment of a long-term dialogue framework with customers, tenants, clients, local communities and civil society has become a cornerstone for airports aiming at a strong and sustainable development. On the basis of its longstanding professional experience of managing these relations, MZLZ has developed a wide range of tools and strategies that may be useful to Zagreb Airport to manage its emerging issues. In this communication, the airport will endeavor to transparently report the status of the airport effect for the people affected in terms of:

- Impact on airport operations and quality of service;
- Environnement (noise, air quality, water quality...);
- Employment (jobs opportunities, new careers...);
- Access and transportation;
- Impact on local authority public finance.

Only an objective presentation of all aspects, positive and negative, will permit to develop a long term relation based on mutual trust and ultimately the acceptance of the airport and of its development. It will indeed demonstrate that the social benefits overcome nuisances not only at national level but also for the local populations.

Therefore grievance mechanism shall be developed for both phases: construction and operation. The management of potential complains will be indeed different as complains will come from evolving sources (customers, local communities, tenants...). Based on its knowledge of such project, MZLZ intends to develop 4 tools in order to collect and respond to potential grievance during operation:

### **a. Customer services and airport helpers**

Assuming that the welcoming of customers is based primarily on the attitude and behaviour of everyone working on the airport, MZLZ will implement as soon as possible, in addition to the traditional customer service, an approach called Airport Helper. Based on the principle of voluntary incentive, recruitment of Airport Helpers is made by each partner company with his personnel (airport Operator, Government services, Ground Handler, sub-contractors, car rental companies...). Candidates then participate in an awareness training session, led by a dedicated team from the airport. At the end of it, the staff will receive the label and the Airport Helper will be able to display the badge. This approach is aiming at enhancing and supporting assistance to clients. This original approach combines three goals:

- Improving the reception of the departure and arrival of customers;
- Offer an immediate and efficient way of responding to any customer complains;
- Bringing together an airport community visible enough to be recognized and credible.

The Airport Helpers will act daily on their own initiative with both passenger and attendants, and this anywhere in the airport. To this end, several communication materials, featuring real Helpers Airport, will be developed to invite customers to address them (customer guide, customer complains forms...).

Airport Helper approach will allow to reach two objectives: improve the customer experience and create and develop a true airport community.

## **b. Partnership Committee**

As soon as possible after the Handover, MZZ will create a Partnership Committee with the most effective stakeholders of the airport. They will mainly be represented by the airlines but will also include other important actors in the airport environment such as ground handlers, fuel providers, CCAA, other authorities... While some matters will be discussed with all of them, certain subgroups will be formed to address specific issues. The purpose will be to obtain the input of these users in the decision making process of the concession company. Although solely consultative, it is expected that this committee will allow the emergence of innovative solutions and will stimulate efficiency by promoting better accepted decisions. This Partnership Committee will be consulted in advance of key decisions and will be informed of forthcoming evolution at Zagreb Airport. The areas will encompass:

- Delivery of new facilities and equipment;
- General organization of the airport and organization during specific periods (peak summer month, winter time snow operations);
- Allocation of space and resources;
- Changes to the operations procedures, including emergency plan, safety and security plans;
- Introduction new providers for existing services at the airport and of new services;
- Planning of the medium to long term needs of the airlines (land reservations for industrial activities such as MRO, etc., landside land reservation for the development of back office bases, etc.).

It is the intention of MZZ to use this Partnership Committee also for matters related to complain and quality of service improvement. MZZ will institute, within this committee, discussions, information sharing and open exchanges on results of the airport Customer satisfaction plan and the associated action plans. It will also be an opportunity to all airport Users to make proposals, suggestions, feedback that will be taken into account by the airport Operator in its improvement action plans.

## **c. House of Sustainable Development**

MZZ proposes to develop the concept of the “House of Sustainable Development” on the landside area or inside the old Passenger Terminal of Zagreb Airport. A study will be initiated at the earliest after the beginning of the concession, to analyze all the components to be taken in consideration of the creation of a community outreach program. The study carried out will define:

- What will be the best channels to communicate with local communities and civil population inside the “House of Environment”;
- What will be the most important domain of communication; Environmental matters (air, water, energy, noise...), social and economic incentives (employment, training, home accommodation insulation...), or even the new terminal construction;
- What complementary objective data will be required to dialogue in complete transparency;

In any case a dedicated communication channel (telephone line, internet, dedicated place...) will be developed to collect request and find appropriate answers. MZZ intends to create a position to

manage the House of sustainable development (construction and third party involvement).

#### **d. Complains management system (ISO 10002)**

As per the Concession Agreement article 12.10.1, MZZ will have to implement and maintain prior to the 2<sup>nd</sup> anniversary of the Handover date a complaints management system based on ISO 10002. The purpose of the Management System is to define the handling of customers complains and comments, verbal or written. It will describe the collection, recording, sending to the adequate entity of MZZ for action, the answer and finally the storage. Necessary procedures and work instruction will be applied to manage all complaints from any of the MZZ customer (airline, passenger, tenant, government service...). Information posters, comment cards and complaints boxes will be displayed within the Terminal Building on accurate location.

Based on the complaints collected, they will be debriefed during a future weekly quality meeting. Each complaint will be scored using a severity scale. In case the severity or the risk will be high than a determined figure, a corrective action is undertaken and mentioned during Weekly managers meeting.

#### **CONSTRUCTION SITE:**

A complaint hotline will be maintained for the whole construction period for receiving complaints from the various stakeholders. Complaints will be notified to the QSE Manager and if necessary to the Project Site Director and carrying out complaint investigation procedures as follows:

- Log complaint and date of receipt onto the complaint register.
- Perform complaint investigation to determine its validity, and to assess whether the source of the problem is due to work activities.
- Identify mitigation measures if the complaint is valid and due to works.
- Conduct a review of the project team's response on the identified mitigation measures, and of the updated situation.
- The Safety & Environmental Manager will report to the QSE Manager and Project Director and the investigation results and the subsequent actions taken to mitigate source of complaint for responding to the complainant.

All complaints will be treated and an appropriate written answer will be issued by the QSE Manager or Project site Director.

## **IX. MONITORING AND REPORTING**

As described previously, continuous transparent communication is the corner stone of an efficient relationship with client, customers, tenants, local community and any other stakeholders. To achieve such a level of transparency, it is necessary to develop monitoring procedures for complaints and environmental impacts. Results of those monitoring will be regularly presented in the yearly environmental report, accessible from Zagreb Airport Internet site.



Croatian Environmental act require MZZLZ to monitor the status of the environment by hiring professional and authorised legal entities that will carry out measuring of environmental impact, keep records and deliver data to the competent authorities. In accordance with Environmental protection Act, MZZLZ will provide the monitoring of the status of the environment. Locations of monitoring of the air, noise, ground water and soil will be defined on the basis of the analysis of possible impact and the results of the present monitoring conducted by the Zagreb Airport. Based on mandatory requirement set by the Croatian Government there will be specific monitoring for noise (continuous monitoring, yearly noise mapping), monitoring for rainwater (piezometer) and wastewater, soil pollution monitoring and finally continuous air quality monitoring - on-site monitoring station). Other environmental impacts will be monitored in accordance with ISO 14001 requirements.

MZZLZ will deliver the results of environmental monitoring to the Croatian Environment Agency in accordance with the special regulation governing delivery of data to the information system. Environmental performance will be, at minimum, presented once a year to the top management of MZZLZ, and after to its Board of Director. Under request, this presentation may lead to some modification of the yearly scheduled action plan. This reporting will be prepared by the Quality Manager and its team, it will be presented to MZZLZ’s top management by the Quality Manager and to MZZLZ’s Board by the Chief Operating Officer (COO).

#### X. MANAGEMENT FUNCTIONS

The management of the Stakeholders’ relationship will vary depending on the phases of the project. Indeed, there shall be a common action of the constructor and the concessionaire during the construction phase, while during the operation phase it will be solely under MZZLZ responsibility.

	<b>Construction Site</b>	<b>Airport Operations</b>
<b>Oversight management</b>	Project Site Director	CEO with the operational support of CFO, CTO and COO
<b>Hiring, training, and deploying staff to undertake stakeholder engagement work</b>	The training and deploying of people in charge will be ensured according to the ECOSITE guide.	Training and hiring plans for stakeholders’ management will be developed within the general Training and hiring plans for Zagreb airport. These plans will be defined accordingly to EMMP and regulation
<b>Reporting lines between community liaison staff and senior management</b>	The HSE manager will be in charge of the community liaison. He will report directly to the Construction Site Director	The Quality Manager will be in charge of the management of the “House of Sustainable Development”. The Quality Manager reports directly to the CEO.
<b>Company’s stakeholder engagement strategy internal communication</b>	During the construction, the internal Strategy is based on ECOSITE guide and Green Site Office guide and will be used for the implementation of the communication action	MZZLZ will use its website as well as its internal newsletter to inform internally on stakeholder engagement strategy. This item will be added to environmental sensitization of Zagreb Airport staff.
<b>Tools used to document, track and manage the process</b>	<ul style="list-style-type: none"> <li>- Complaints data base</li> <li>- ISO 9001 and 10002 procedures</li> <li>- Monitoring results</li> </ul>	<ul style="list-style-type: none"> <li>- Complaints data base</li> <li>- ISO 9001 and 10002 procedures</li> <li>- Monitoring results</li> </ul>

<b>Management of interaction between subcontractors and local stakeholders</b>	The following tools are used as - Induction of new comers - Welcome booklet / Meetings - Poster campaign - Comments feedback (suggestion boxes, observations notebook...); - Periodic ¼ hour HSE meeting;	Development of an environmental booklet reminding the main environmental impact on an airport. This booklet will be accessible on Internet. Mandatory participation of the sub-contractor to the future Environment Partners' Club
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