



---

# ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER ENGAGEMENT PLAN

---

FRANJO TUĐMAN AIRPORT ZAGREB



ISO 9001 - ISO 14001  
BUREAU VERITAS  
Certification



**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

RECORD OF DOCUMENT REVISIONS	VERSION	DATE	DESCRIPTION	PAGE OR CHAPTER REVISED	AUTHOR
	V0	11.06.2025.	Original document	-	Luka Kobelščak

DISTRIBUTION LIST	Vidi CC-IMS-FO-001/ See CC-IMS-FO-001
-------------------	---------------------------------------

PURPOSE OF THE DOCUMENT	To explain key stakeholder engagement activities at International Zagreb Airport Jsc.
-------------------------	---

SCOPE OF APPLICATION	International Zagreb Airport Jsc.
----------------------	-----------------------------------

REFERENCE(S)	Manuals	➤ Airport Carbon Accreditation Application Manual Issue 14, December 2023
		➤ Airport Air Quality Manual, ICAO Doc 9889
		➤ The Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook on Stakeholder Engagement
		➤ Carbon Footprint manual
		➤ Stakeholder Partnership Plan
	Procedures	➤
	Forms	➤
	Records	➤ ACI Europe Resolution – European airports committing to net zero carbon emissions by 2050

CONTENT OF THE DOCUMENT	
	<b>1. Definitions..... 2</b>
	<b>2. Abbreviations..... 2</b>
	<b>3. Introduction ..... 3</b>
	<b>4. Stakeholders' identification, description, categorisation and prioritisation..... 3</b>
	<b>5. Stakeholder Engagement Plan Objectives for 2025 .....13</b>

PREPARED BY:	Luka Kobelščak	Expert Associate for integrated management system, sustainable development and risk management	11.06.2025.	
REVIEWED BY:	Gabrijela Abramović	Director of Integrated management system, sustainable development and risk management department	11.06.2025.	
QUALITY BY:	Lana Modić	Senior Expert Associate for integrated management system, sustainable development and risk management	13.06.2025.	
APPROVED BY:	Huseyin Bahadir Bedir	President and CEO	13.06.2025.	

**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN****1. Definitions**

TERM	DESCRIPTION
Engagement	Activities in company which builds and maintains effective relationships with its stakeholders included in Accreditation Level Requirements of Level 4 Transformation Accreditation.
Stakeholder	Any group or individual who can affect or is affected by the achievement of the organization's objectives.
Airport Stakeholder	Individuals, groups, or entities that have a interest in the airport.
Stakeholder engagement	Activities in company which involves people who may be affected by Requirements of Level 4 Transformation Accreditation or can influence in implementation of Requirements of Level 4 Transformation Accreditation.
Stakeholder Engagement Plan	A plan which includes information about stakeholders, roles and responsibilities for engaging and facilitating partnership with key stakeholders, joint initiatives, targets, training and awareness that will be implemented to achieve emissions reductions from stakeholder sources.
Level 4 Transformation	Absolute emissions reduction in line with the Paris Agreement, enhanced 3 <sup>rd</sup> party engagement

**2. Abbreviations**

ABBREVIATIONS	DESCRIPTION
MZLZ	International Zagreb Airport Jsc.
ZAG	Franjo Tuđman Airport located in Velika Gorica, Republic of Croatia (including all buildings and external areas within the site of Franjo Tuđman Airport)
ACA	Airport Carbon Accreditation
CTN	Croatia Airlines
THY	Turkish Airlines
QTR	Qatar Airways
BAW	British Airways
EWG	Eurowings
AUA	Austrian Airlines
LOT	LOT Polish Airlines
DLH	Lufthansa
ASL	Air Serbia
OTH	OTHER
AFR	Air France
IBE	Iberia
KLM	KLM
FDB	FlyDubai
TDR	Trade air
RYP	Ryanair
PGT	Pegasus Airlines
NSZ	Norwegian Air Sweden
TSC	Air Transat
AEE	Aegean Airlines
TWB	T'Way Air



### 3. Introduction

International Zagreb Airport Jsc. recognizes that its activities, services and operations have an impact on the environment. International Zagreb Airport is committed to continual improvement by implementing Environmental Management System and continually improve its performance by focusing on carbon management strategy engaging with its stakeholders and pollution prevention. Committed to net zero carbon emissions by 2050 is next step in environment protection.

This Plan describes information about stakeholders, their roles and responsibilities, join initiatives, targets, training and awareness with the aim of reducing CO<sub>2</sub> emission from activities which the airport can guide and influence.

This Plan will be revised at least every three years or in case of stakeholder's change.

### 4. Stakeholders' identification, description, categorisation and prioritisation

At International Zagreb Airport stakeholders are identified based on stakeholder analysis in which they are categorized by influence of their activities on carbon emissions and those that an airport can guide and influence through dedicated plan for carbon emission reduction. ZAG operational structure is divided on operations at airside and landside that has overall control expect activities performed by Government services such as Air Traffic Control services, The Nav aids (ILS, glide path...) operations and maintenance, the immigration services, customs services, meteorological services and those under private companies providing retail services, catering services, public and local transportation services, telecommunication services. ZAG has a diverse range of stakeholders from government authorities to contractors, passengers, visitors and staff to tenants. We aim to treat all stakeholders fairly, ensuring dedicated programme of dialogue that is timely and transparent.

The main role of every stakeholder at ZAG is their cooperation and engagement on environmental protection. Managing and collecting data and information on monthly basis on their energy, water and fuel consumption is one of the basic monitoring initiatives from Maintenance Methods Department as tool for stakeholder energy consumption. For carbon and other greenhouse emissions from aircraft, ZAG uses Envirosuite AirTrak Carbon Manager. This tool shows the tonnes of CO<sub>2</sub>-e produced each month by all aircraft operation at our airport. This tool is also very useful in identification and prioritisation of stakeholders. Such approach has a positive impact on both sides, with aim to reduce energy consumption, improve data management, decrease expenses, all this with environmentally friendly perspective.

ZAG is committed to engage stakeholders in its energy and carbon planning and strategic development. ZAG's stakeholders are divided in 5 matrixes by their activities and are categorized into three groups depend on carbon emission results:

	Stakeholders that through their activities cause a highest level of carbon emissions results and energy consumption – high priority
	Stakeholders that through their activities cause a medium level of carbon emissions energy consumption – medium priority
	Stakeholders that through their activities cause a low level of carbon emissions energy consumption – low priority

**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

Stakeholder Matrix also shows stakeholders that ZAG can guide or can influence as key criteria in planning of activities that that will be describe in dedicated plan according to ACI ACA requirements.

<b>Stakeholder Identification Matrix 1</b>					
<b>Airlines</b>	One of the most important stakeholder groups. Airlines come in broad range of operational activities. It is one or more transport of passenger aircraft, air transport of cargo. Based on Scope 3 calculation that are not under control of MZLZ but are part of airport operations, the significant pollutant came for aircraft engines. The airlines that operate at MZLZ are listed below:				
	<b>AIRCRAFT TYPE – SOURCE OF MISSIONS</b>	<b>LOCATI ON</b>	<b>CATEGORISATI ON/ PRIORITISATI ON</b>	<b>GUIDE</b>	<b>INFLUENCE</b>
CTN	A319 A320 B738 DH8D F100	AIRSIDE		X	
THY	A321 A320 A319 A332 A333 B739 B738 B38M B39M A21N	AIRSIDE		X	
QTR	A319 A320	AIRSIDE		X	
BAW	A319 A320 A321 A20N A21N	AIRSIDE		X	
EWG	A319 A320 B738 A20N BCS3	AIRSIDE		X	
AUA	A321 A320 E190 E195 A321 AT72 AT76	AIRSIDE		X	
LOT	B38M	AIRSIDE		X	



ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN

	B738 E170 E190				
DLH	A319 A320 A321 CRJ9 CRJX E195 A20N A21N	AIRSIDE		X	
ASL	A319 A320 AT72 AT76 B738 DH8D	AIRSIDE		X	
OTH	(Air Taxi, General Aviation, Cargo, Military)	AIRSIDE		X	
AFR	A318 A319 A320 E170 E190	AIRSIDE		X	
IBE	A319 A320 A321 A20N	AIRSIDE		X	
KLM	B737 B738 B739 E170 E190 E295	AIRSIDE		X	
FDB	B38M B738 B39M	AIRSIDE		X	
TDR	A320 L410 SF3	AIRSIDE		X	
RYP	A320 B38M B738	AIRSIDE		X	
NSZ	B738 B38M	AIRSIDE		X	



**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

TSC	A332 A333	AIRSIDE		X	
AEE	A20N A320 A321	AIRSIDE		X	
PGT	A20N A320 A321 B738	AIRSIDE		X	
TWB	A330	AIRSIDE		X	

**Stakeholder Identification Matrix 2**

<b>Tenants</b>	Consist of retailers, shop staff, café and restaurant staff, offices located at the airport and/or at the airside. These stakeholders are constant energy consumers including those who perform their activities due to energy consumption. Most of these stakeholders are in the passenger terminal and platform.				
	<b>DESCRIPTION – TYPE OF ACTIVITY</b>	<b>LOCATION</b>	<b>CATEGORISATION/PRIORITI SATION</b>	<b>GUIDE</b>	<b>INFLUENC E</b>
CROATIA AIRLINES	AIRLINES & OPERATORS	Airside/ Landside		X	
DEUTCHE LH	AIRLINES & OPERATORS	Landside		X	
JUNGSKY Fly Star	AIRLINES & OPERATORS	Airside		X	
	Airline Agent	Airside			
BRITISH	AIRLINES & OPERATORS	Landside		X	
QATAR	AIRLINES & OPERATORS	Landside		X	
RYANAIR	AIRLINES & OPERATORS	Landside		X	
EURO JET	AIRCRAFT OPERATOR	Airside		X	
BTA	FOOD AND BEVERAGE SERVICES	Airside/ Landside			X
SDA	RETAIL SERVICES	Airside/ Landside			X
IAAC	ADVERTISING	Landside			X
SECURITAS	SECURITY CHECK OF PASSENGERS, STAFF AND HAND BAGGAGE	Landside			X
AIR FRANCE CARGO	FORWARDER	Landside		X	

**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

EUROPAK PROMET	FORWARDER	Landside		X	
PRIMAL	FORWARDER	Landside		X	
ZAGREBSPED	FORWARDER	Landside		X	
CARGO CONSOLIDATOR S	FORWARDER	Landside		X	
Maurice Ward	FORWARDER	Landside		X	
EURO RUTA	FORWARDER	Landside		X	
LOG ADRIA	FORWARDER	Landside		X	
MAKELLA	FORWARDER	Landside		X	
DHL GLOBAL FORWARDING	FORWARDER	Landside		X	
LUFTHANSA CARGO	FORWARDER	Landside		X	
PRIMACOŠPED	FORWARDER	Landside		X	
TRANS AVIO TIM	FORWARDER	Landside		X	
INTEREUROPA	FORWARDER	Landside		X	
CARGO MIND	FORWARDER	Landside		X	
SKY XS AIRCARGO	FORWARDER	Landside		X	
AVIA TECHNICS d.o.o.	AIRLINES MAINTENANCE SUPPORT	Airside		X	
DALE Aviation	AIRLINES MAINTENANCE SUPPORT	Airside		X	
Societe Air France	Airline support	Landside		X	
Global Aerotech	AIRLINES MAINTENANCE SUPPORT	Airside		X	
Trade Air	Airline Operator	Airside		X	
Air Pannonia	AIRLINES	Airside		X	
GH	GROUND HANDLING	Landside/ Airside			X
A-ANTICUS	car rental activity	Landside		X	
Auto Technica Fleet Service	car rental activity	Landside		X	
UNILINE	car rental activity	Landside		X	
AUTO BENUSSI	car rental activity	Landside		X	



ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN

CENTAR AUTO	car rental activity	Landside		X	
RENTAL VIRIBUS	car rental activity	Landside		X	
M.A.C.K.	car rental activity	Landside		X	
SUB ROSA	car rental activity	Landside		X	
AVANT	car rental activity	Landside		X	
NOVA GRATIA	car rental activity	Landside		X	
VIATOR	car rental activity	Landside		X	
ABMOBIL/CAR WIZ	car rental activity	Landside		X	
OK GLOBAL MOBILITY	car rental activity	Landside		X	
ORYX GRUPA	car rental activity	Landside		X	
AVIA	car rental activity	Landside		X	
Sonus Art	Electronic shop	Airside		X	
In Kapital	Currency Exchange office	Landside		X	
Atalian Global Services Croatia d.o.o.,	Cleaning service	Landside/ Airside		X	
T'WAY AIR	Airline operator	Landside		X	
SAMER&CO	Forwarder	Landside		X	
CENTAR ZA ODGOJ I OBRAZOVANJE VG	Ustanova	Landside		X	

## Stakeholder Identification Matrix 3

Services provider	Stakeholders such as Ground handlers, Cargo Handlers, Catering companies, contractors, government services, telecom services, retailers that are constant energy consumers including those who perform their activities and/or by using their equipment, located in the MZLZ area.				
	DESCRIPTION – TYPE OF ACTIVITY	LOCATIO N	CATEGORISATI ON/PRIORITIS ATION	GUIDE	INFLUENCE
HAVAS – Ground Handling Services Llc	Passenger handling, baggage handling, cargo handling, ramp handling, aircraft services, flight operations and	Airside/ Landside			X



ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN

	crew administration , general aviation services				
BTA	Catering services, Food and beverage, Business Lounge, Inflight Catering Services, Canteen Services	Airside/ Landside			X
SDA	Retail services	Airside		X	X
RELAY	Retail services	Landside/ Airside		X	
RESALTA	Operation and maintenance of the complete System of production and distribution of heat energy at ZAG, consisting of boiler rooms, heat substations and hot water pipeline network	Landside			X
Air Traffic Control Ltd.	The air traffic Control services, The Nav aids (ILS, glide path) operations and maintenance, The meteorologica l Services	Airside/ Landside		X	


**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

Ministry of interior	The immigration services	Airside/ Landside		X	
Ministry of Finance	Customs services	Airside/ Landside		X	
HT-CRONET, UNITED TOWERS, A1 HRVATSKA	Telecommunication services	Airside/ Landside		X	
IACC	Advertising services	Landside			X

**Stakeholder Identification Matrix 4**

<b>Transport operations</b>	Transport operations services, stakeholders that are not energy consumers, but their activities have an influence on air pollution.				
	<b>DESCRIPTION – TYPE OF ACTIVITY</b>	<b>LOCATION</b>	<b>CATEGORISATION/ PRIORITISATION</b>	<b>GUIDE</b>	<b>INFLUENCE</b>
Pleso transport company Ltd.	Employees, passengers and visitors transport/Bus	Landside		X	
ZET	Employees, passengers and visitors transport/Bus	Landside		X	
Taxi	Taxi services	Landside		X	
Passenger and Employees car	Transport	Landside			X



**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**

Stakeholder identification Matrix 5					
<b>Passengers , visitors, employees, local community</b>	Passengers, visitors, employees are not significant energy consumers, but they can influence on energy savings by using facilities in buildings. Local communities are resident groups that interact directly and indirectly with the airport operation. They are seeking preservation of the environment and their quality of life.				
	<b>DESCRIPTION – TYPE OF ACTIVITY</b>	<b>LOCATION</b>	<b>CATEGORISATION/ PRIORITISATION</b>	<b>GUIDE</b>	<b>INFLUENCE</b>
Passengers	Passenger arrival, departure, connection flight	Airside/ Landside		X	
Visitors	Accompany passengers or visit the airport	Landside		X	
Employees (Internal and external)	Perform all commercial and non-commercial services	Airside/ Landside			X
Local communities	Interact directly and indirectly with airport operation	Surrounding airport areas		X	

**ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER  
ENGAGEMENT PLAN**
**OVERALL STAKEHOLDER INFLUENCE DEPENDENCY MATRIX**

		Stakeholder influence on energy consumption or CO2 reduction			
		No Influence	Low influence	Some influence	High influence
Stakeholder dependence on energy consumption or CO2 reduction	High dependence – no choice	13	6	4, 5, 9, 1, 1	3, 7, 1, 8
	No direct impacts stakeholders have broad range of choice		10, 1, 14	2	

1	CTN
2	Other airlines
3	BTA
4	SDA
5	IACC
6	Forwarders
7	HAVAS – Ground Handling Services Llc
8	RESALTA
9	ATC
10	ZET
11	Taxi
12	Passenger and Employees car
13	Local communities
14	Passengers
15	RJR

## ACI ACA LEVEL 4 CARBON MANAGEMENT STAKEHOLDER ENGAGEMENT PLAN

## 5. Stakeholder Engagement Plan Objectives for 2025

[illegible]