

MIDFIELD EXECUTIVE STEERING COMMITTEE



October 2015

CONTENT

G ORAT – HUB OPERATIONS.....	3
G ORAT - NETWORK.....	4
A ORAT - AIRSIDE.....	5
A ORAT - TRAINING.....	6
G ORAT - GUEST EXPERIENCE	7
G ORAT - EASG	8
G ORAT - ETIHAD ENGINEERING	9
A FIT-OUT - PREMIUM AND LOUNGE SPACES	10
G FIT-OUT - MTB & HCC	11
R DEVELOPMENT - CARGO TERMINAL	12
A DEVELOPMENT - CATERING FACILITY	13
A DEVELOPMENT - SUPPORT FACILITIES	14
A PROJECTS - IT SYSTEMS.....	15
G PROJECTS - SOUTHSIDE	16
GLOSSARY – USED ABBREVIATIONS	17

ORAT - HUB OPERATIONS



Objective: To prepare the Hub Operations stakeholders for operations in Midfield, including People, Process, Technology and Facilities, with specific workstreams focusing on Turnaround, Guest Experience Delivery, Special Handling and Employee Logistics.



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ Layout and functionality of check-in hall agreed with ADAC and undergoing their approval process
- ▶ Develop a checklist that will assist observers in monitoring a number of aircraft turnarounds, and support the definition of functional requirements for a turnaround tool
- ▶ Identified ConOps that are crucial to Operational readiness and ADAC engagement: "Getting to the airport", "Check-in", "Security/Immigration", "Transfer", "Boarding" and "Leaving the airport"

- ▶ Determine the traffic flow on the curbside of Midfield Terminal (limousines, private cars etc)
- ▶ Develop layout of facilities in Midfield and T3 to facilitate the transfer of guests to and from T3 and especially the US CBP areas

ORAT

- ▶ Define the functional requirements for a turnaround tool in Etihad Airways and develop ConOps
- ▶ Section of check-in ConOps for remote check-in to be developed in order to address the large spatial separation of guest processing and bag injection
- ▶ Review of staff flows and staff welfare facilities in Midfield in regards to their location and size and identify staff reporting point
- ▶ Develop a ConOps for the transfer process of guests and bags between Midfield and the US CBP area

RISKS AND ISSUES

- ▶ No KPIs have been defined for Midfield Operations and hence no capability of continuously assessing quality of operations
- ▶ Efficient operational process for the MTB passenger and baggage connectivity to US CBP might not be approved due to regulations
- ▶ There is no clear prioritisation of the numerous Guest Experience visions for operational implementation



Executive Guidance

Highlight the importance of a joint ConOps and initiation of a development project for the US CBP connectivity in the next top-to-top meeting with ADAC.

ORAT - NETWORK



Objective: To prepare the Network Operations stakeholders for operations in Midfield, including People, Process, Technology and Facilities, with specific workstreams focusing on Network Connectivity and Hub Control Centre.



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

▶ Developed 4 airline/flight allocation scenarios:

1. All airlines into MTB
2. Etihad Airways and partners in MTB; OALs in south
3. As 2 but with Indian arrivals into south to ease connections to US flights
4. As 2 but top US feeding flights in south

In all scenarios, US OB flights are in T3

- ▶ Initial run of Gate Planner against Scenario 1 for 2018 shows that all flights fit into MTB
- ▶ Agree aircraft minimum ground times in cases of inter-terminal transfer, based on precision time schedule and ATC/airside operations parameters for towing
- ▶ Obtained flight schedule for 2025

- ▶ Define the terminal allocation of Etihad Airways partners and codeshare in 2025 scenario, and from 2017 to 2025. Establish strategic steering group with Kevin Knight
- ▶ Evaluate inter-terminal baggage options and determine related KPI proposal for work stream to review and agree
- ▶ Apply load factors and guest connectivity matrix to understand inter terminal flows to output from gate Planner
- ▶ Develop a scenario comparison report and recommend an optimal flight/terminal allocation

- ▶ Agreed the ConOps for 2020 HCC operations and responsibilities

- ▶ Drafted the interim HCC ConOps based on the 2020 vision and technologies available in 2016 defining the relationship with NOC, AMC and other control rooms

ORAT

- ▶ Identify roles to support Interim HCC vision and define where these roles are based (NOC, HCC, other control rooms)
- ▶ Understand NOC and Interim HCC role in weather disruption as HCC role develops to encompass greater operational control
- ▶ Define interaction between control centres, e.g. handover of responsibility

RISKS AND ISSUES

- ▶ The schedule may not allow for extended ground times in case the aircraft rotation and flight allocation plan requires towing between terminals and across runways. If the inbound aircraft that becomes the outbound US flight comes into MTB, then it will need to be towed across a live runway to T3
- ▶ Increased ground times may result in reduced aircraft utilisation
- ▶ Etihad Airways, partner and codeshare airlines, will operate from different terminals once MTB is operational. Connectivity of guests and baggage in this environment requires adjustment or further differentiation of the MCT



Executive Guidance

We recommend conducting with ADAC a simulation for the movement of guest, bags and aircraft at the airport based on 2018 and 2025 flight schedules. Current ongoing work stream to produce optimal allocation of routes and airlines to terminals, and propose inter-terminal MCTs to the established steering group.

ORAT - AIRSIDE



Objective: To support delivery various projects at Abu Dhabi International Airport relating to; Low Visibility Operations development, developing the ALCMS, AGL Surface Movement, A-CDM, airside and ATC systems and procedures, and future airspace development including the arrival sequencing work-stream.



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ Airside Works Approval Committee process is agreed and established; its evolution remains slow
- ▶ P25 – airfield infrastructure works complete. Software testing commenced.
- ▶ ADAC is contracting support to develop detailed user requirements for ALCMS delivery. NATS commenced work with further workshops due mid-November (prior to draft requirements' delivery)
- ▶ P25 – Works and supporting documentation complete. Still awaiting response from GCAA re: safety case submission
- ▶ NATS contract extension commenced
- ▶ ATRiCS Arrival Sequencing draft report received. Feedback provided on first 2 sections (covering the 'as is' scenario)

- ▶ Works programmes for MART Phase 2 schedule and ALCMS upgrade due by ADAC in Nov-15
- ▶ Delayed opening of taxiways C and D (east of H); now due to open early November, to align with P25. This will ease taxi routes restrictions in Southern airfield during forthcoming infrastructure works
- ▶ P25 – airfield infrastructure: GCAA inspection 08-Nov-15
- ▶ P25 – Further works for 31L and 13L required into Nov

ORAT

- ▶ Airport wide operational trials for P25 to be conducted first week of November along with GCAA inspections, training and certification; due for implementation early Nov-15
- ▶ Develop internal ATM capability though knowledge and skills transfer from NATS SME
- ▶ ATRiCS to submit next draft, which will include sections on planned ways ahead for the work stream
- ▶ GAL to deliver 6 h/day IPO in Q2-16, requiring extra staff and control positions, as well as new procedures
- ▶ IPO 12 h/day planned by end of Q2-17 (originally to align with MTC opening); plan for 24 h/day submitted (not required by operation in foreseeable future)

RISKS AND ISSUES

- ▶ MART: Impact on aircraft movements (parking positions, taxiing routes and push-back limitations) during infrastructure work
- ▶ IPO Delivery: high number of changes required by the airport to deliver IPO by end of Q2-16
- ▶ Project 25: Transition of project deliverables into the operation is challenging; each delay adds risk to the operation due to lack of expected resilience from new procedures. ALCMS upgrade – impact to operation (parking positions and available taxi routes) during infrastructure work. Full end-to-end project plan, including transition to the operation, yet to be seen



Executive Guidance

Considerable airfield works are required during the upcoming months for MART Phase 2 and the ALCMS upgrade. We recommend influencing ADAC wherever possible to ensure full end-to-end plans are provided so that safety and operational impacts to the operation are fully understood by all stakeholders. This plan should include full details on the ORAT phase.

ORAT - TRAINING



Objective: Prepare the MTB stakeholders for operations in Midfield, via:

- the development of an aligned training programme including resources and facilities required;
- the alignment of appropriate training content with the relevant training participants;
- the focus on familiarization training, processes training and contractor training coordination



Accomplishments

- ▶ The Overview Presentation, which is currently being finalised, will be used as part of the orientation and familiarisation programme
- ▶ Commenced developing a comprehensive 'Orientation and Familiarisation Programme' to start building confidence and familiarity with the new working environment (linked to construction progress and levels of access)
- ▶ Commenced writing the 'Midfield Learning & Development ConOps

Planned Actions

ORAT

- ▶ Deliver a detailed training matrix to capture the specific needs of each end user (department level) and the resources necessary to deliver each element
- ▶ Development of a TNA (training needs analysis) to identify changes in systems and processes for each stakeholder is ongoing through the various ORAT workstreams
- ▶ Acting TA L&D joined ADAC/Ineco 'HR and Training' working group to identify areas of potential cross over or where pooling of resources may deliver efficiencies for both parties

RISKS AND ISSUES

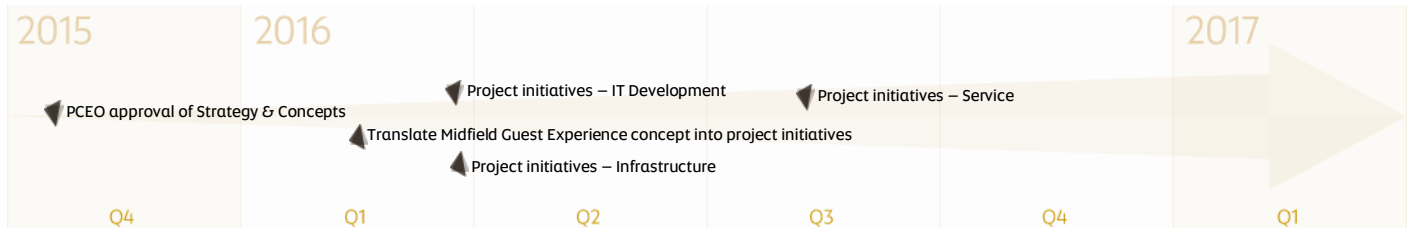
- ▶ Etihad Airways training structure for training ground staff is not mature. Currently some essential training is undertaken via courses, while other skills are learned on the job
- ▶ Midfield team does not accurately identify and align with business units which end user groups require what training
- ▶ Availability of trainers to provide the training and staff being released from day to day operational activities in order to be available to attend required training courses



Executive Guidance

We require the appointment of a permanent counterpart in Corporate L&D.

ORAT - GUEST EXPERIENCE



Accomplishments

- ▶ Validation workshops on way finding are ongoing with ADAC
- ▶ Midfield Guest Experience Vision and Concept were presented and signed off at Product Committee meeting on 26-Oct-15
- ▶ Review of guest flows through the Midfield Terminal is ongoing (Departures/Transfers/Arrivals)

Planned Actions

- ▶ Engage Sabre to run a simulation model for the Midfield terminal based on the new Etihad Airways 5 year growth plan; ensure guest behaviour is included in the model

DESIGN AND CONSTRUCTION

ORAT

- ▶ Guest Experience preparing to launch and kick-off the Midfield vision early Nov-15
- ▶ Self-service strategy to be developed
- ▶ Vision concept for Transfer Process to be prepared
- ▶ Guest experience IT requirements to be scoped following validation and approval of concepts

RISKS AND ISSUES

- ▶ Limited window of opportunity to influence and revise ADAC's proposed facilities plan
- ▶ There is a shortage of internal resources to deliver the IT initiatives



Executive Guidance

Proceed with current works as planned.

ORAT - EASG



Objective: To prepare the EASG Operations stakeholders for operations in Midfield, including People, Process, Technology and Facilities, with specific workstreams focusing on Employee Logistics, Aircraft Turnaround Coordination, Ramp Logistics, GSE Maintenance, Ramp Command and Control and Baggage Operations.



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ Contract negotiations with Fraport consultants have been completed. Fraport are tasked with fleet management including preventive maintenance plans, and the technical design for a maintenance facility
- ▶ Munich Airport has delivered the gap analysis report on current operations; a large number of their recommendations are already in process
- ▶ First element of Midfield baggage ConOps in respect of flight build up process has been completed

ORAT

- ▶ EASG, Etihad Engineering and EAS Cargo must confirm the need of the facility in consideration of the revised Etihad Airways growth plan
- ▶ Munich Airport to develop ConOps for a planning and real-time dispatch tool. Support EASG to operationalise the available SITA Workbridge application for real-time dispatch of transport and aircraft handling resources
- ▶ Develop MTB ConOps for various baggage handling process (e.g. transfer, reflighting, OOG & SOOG, terminating, originating, ULD & rolling stock, off airport check in using car park input to BHS and operational interface between MTB and US CBP facility)
- ▶ Develop MTB ConOps for off-airport check-in process and review options for MTB car park input for baggage into BHS
- ▶ Develop ConOps with ADAC for the operational interface between MTB and US CBP facility
- ▶ Munich Airport to develop ConOps documents for EASG including performance measurement strategies

RISKS AND ISSUES

- ▶ No KPIs have been defined for Midfield Operations, hence no capability of continuously measuring and assessing quality of operations. Identify current measurement methods and develop a holistic concept for quality and KPI measurement and reporting
- ▶ Operational model: EASG operational strategy (processes, equipment and staff) for multi-terminal operations for ramp and baggage handling not in place



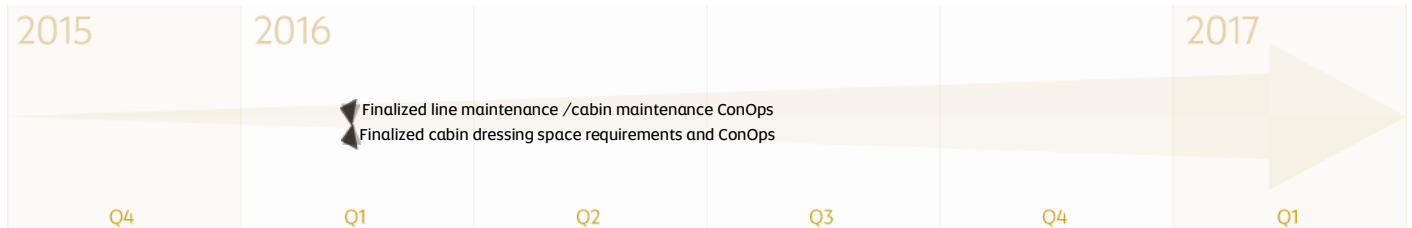
Executive Guidance

Proceed with current work stream works as planned; no other specific guidance required at this point in time.

ORAT - ETIHAD ENGINEERING



Objective: To prepare the Etihad Engineering stakeholders for operations in Midfield, including People, Process, Technology and Facilities, with specific workstreams focusing on line maintenance /cabin maintenance and cabin dressing.



Accomplishments

- ▶ Line maintenance /cabin maintenance have identified required MTB room spaces and finalised detailed room layouts and fit-out requirements
- ▶ Cabin dressing team has prepared four operational vision options for Midfield

Planned Actions

ORAT

- ▶ Line maintenance /cabin maintenance ConOps to be developed
- ▶ Cabin Dressing ConOps for Midfield and identify Midfield space requirements for Cabin Dressing
- ▶ Confirm whether there is space within the proposed New Catering Facility to accommodate cabin cleaning and associated storage, or whether a bespoke facility is required
- ▶ Identify the most advantageous operational vision for cabin cleaning and storage of dry goods and then finalize ConOps in order to define/validate space requirements

RISKS AND ISSUES

- ▶ Limited availability of space within the MTB to accommodate Cabin Dressing storage requirements



Executive Guidance
None required.

FIT-OUT - PREMIUM AND LOUNGE SPACES



A



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ PM&CC final interviews held on 3-Nov-15
- ▶ Recommendation of Design and Engineering Consultant to PCEO held on 26-Oct-15 with positive feedback
- ▶ The Lead Design Consultant appointment, conditionally approved on 28-Oct-15 by the Corporate Tender Board, can now take place as the consultants Business Case has been signed off by the PCEO
- ▶ The overall project was presented to the Board on 3-Nov-15

- ▶ Guest Experience and Finance to agree on final premium space requirements for 2024 and the development of a phased fit-out strategy for this space and present to Senior Management for approval by end of 2015
- ▶ Review the new procurement process (through Ariba) and assess its positive impact on the project timelines

PROJECT COORDINATION

- ▶ ADAC advised that the current planned access dates for Etihad Airways to MTC are: 19-Nov-16 for Level 2.0 and above and 17-Jul-17 for 1.0 and below

- ▶ Commercial terms for lease agreements to be discussed during the next top-to-top meeting
- ▶ A letter will be submitted to ADAC to present the Guest Experience vision and to confirm the approval of the Lead Designer's appointment
- ▶ Etihad Airways and ADAC to detail Government approvals and timelines, in alignment with the access dates of 19-Nov-16 for Level 2.0 and above and 17-Jul-17 for 1.0 and below

RISKS AND ISSUES

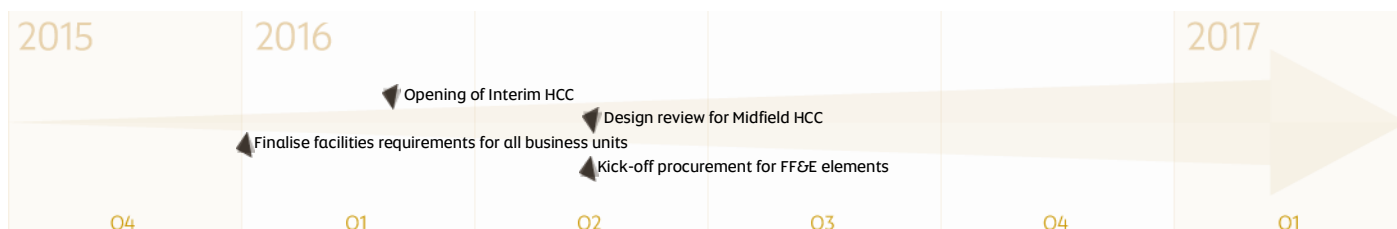
- ▶ Space requirements and phased development plan to be finalised based on revised growth plan, once available. This plan has to be translated into a 5 year Capital Expenditure plan for Board approval. Delay in this approval process will put the appointment of the design consultant in Dec-15 at risk
- ▶ It is not clear if the current ADAC target access date is providing actual access to site or mark the point in time when Etihad Airways can submit the designs for review and approval to Abu Dhabi Municipality (ADM)
- ▶ The current ADAC target access date for the premium and lounge spaces is 19-Nov-16. Based on our latest project delivery schedule, the fit-out contractor appointed by Etihad Airways will not commence until Aug-17



Executive Guidance

No further guidance required at this point in time.

FIT-OUT - MTB AND HCC



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ MTB: Midfield Team has started collating Room Space Requirements based on Etihad Airways Department / Business Unit ConOps at Midfield. Defined the total space required of 14,879 m² and requested ADAC's confirmation in a letter dated 23-Aug-15
- ▶ MTB: MFPT had categorized the fit-out into standard types for Etihad Airways Property consideration on the best procurement strategy for fit-out. Budget requirements have been defined and submitted to Property in Oct-15
- ▶ HCC Interim: Property engaged on design and fit-out; a site visit took place this week, following which a workshop will be held to define the scope of the project

- ▶ MTB: Working with the BUs to further develop detail furniture and fitting requirements in line with the ConOps with a target to start the procurement process in Q2-16
- ▶ MTB: Follow up with ADAC on the space requirements as a final confirmation is required by the end of the year
- ▶ MTB: Commercial terms for lease agreements to be discussed during next top-to-top meeting
- ▶ HCC: Once a decision regarding the fit-out strategy is agreed (traditional versus Design and Build), tender documents to be released and the schedule to be updated with agreed procurement steps
- ▶ HCC: Etihad Airways aims to commence the fit-out work when ADAC gives access in Nov-16

ORAT

- ▶ MTB: MFPT has started supporting with drafting the ConOps to enable the BUs to specify their room space, equipment and systems requirement

RISKS AND ISSUES

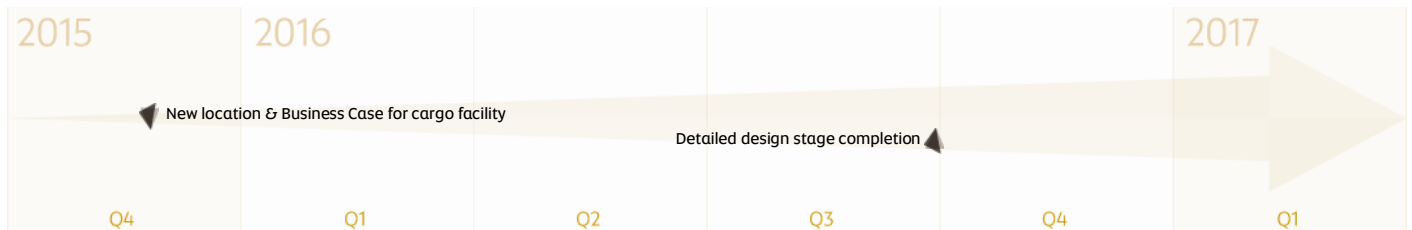
- ▶ All Etihad Airways Business Unit operational concepts and facilities requirements have not been defined and finalized
- ▶ Access to MTB Facility for Fit-out & ORAT: there is a risk that the confirmed handover dates for fit-out and ORAT activities are delayed. This will reduce the time allowed for ORAT activities and fittings
- ▶ Confirmation of all room space (except for Lounges and Premium space) has not been received from ADAC
- ▶ No agreed commercial terms regarding the cost of renting Etihad Airways spaces in the MTB make final space confirmation and fit-out planning difficult



Executive Guidance

No further guidance required at this point.

DEVELOPMENT - CARGO TERMINAL



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ Comprehensive report on both East Midfield and Southside plots highlighting financial impacts and operational risks presented to State Security for feedback. State Security has no objection to present the paper to GSEC for decision making

ORAT

- ▶ Release of RFP dependent on site approval. Current RFP to appoint contractors on hold pending site decision
- ▶ Site decision will kick in appropriate programme options including full or partial re-design

RISKS AND ISSUES

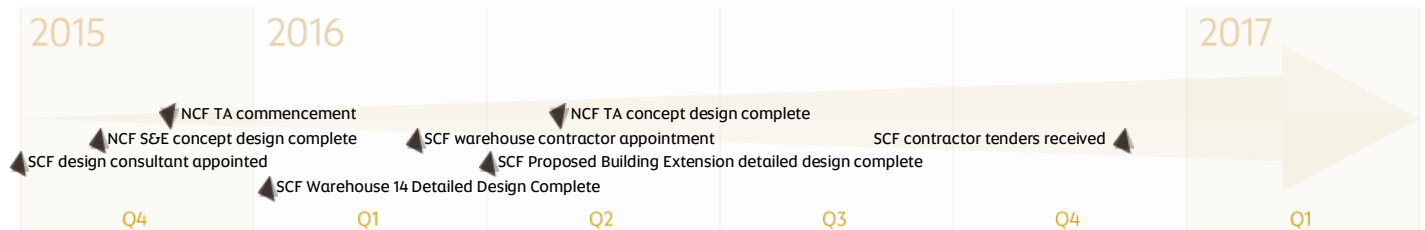
- ▶ Approval from State Security for the new location for the cargo facility may lead to at least 9 month of redesign work and further delay in site availability for Etihad Airways
- ▶ The award of the design and build contractor may require additional time considering the overall total investment and associated financial scrutiny
- ▶ Additional cargo capacity required by Q2-18. Current issues with plot extend the completion to Q2-20, presenting significant revenue risks
- ▶ New site presents risk of design changes and project commissioning delays by up to 24 months



Executive Guidance

We recommend using all available options to bring forth a resolution to the current plot issue. Change in plot could result in a delay of up to 24 months to the project putting Etihad Cargo revenue at risk.

DEVELOPMENT - CATERING FACILITY



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ SCF – Lead Designer (also responsible for geotech) has mobilised. First deliverable is design and tender brief for Warehouse 14 extension
- ▶ SCF – extension of the lease agreement until 31 December 2028 is currently under negotiation with ADAC. Responsibility for Facilities Maintenance and Fire Life Safety to be agreed and starting date of new lease
- ▶ SCF – Phase IIA works have commenced and are due for completion end of Feb-16
- ▶ SCF – Change request for Phase III and IV A of the Southside upgrade business case, covering proposed rent increase and designer costs has been signed off
- ▶ NCF – Etihad Airways issued 2 letters to ADAC: 1. seeking clarification on the proposed Al Falah plot infrastructure provisions; 2. requesting that a building height of 28m can be accommodated. Meeting with ADAC on Al Falah plot development issues held on 3-Nov-16 to progress issues
- ▶ NCF – TA Consultant interviews held on 01-Nov-15
- ▶ NCF – Initial Geotechnical survey completed
- ▶ NCF – CAPEX budget from 2016 to 2020 revised and aligned to revised project schedule and fed into CFC for consideration

- ▶ SCF – Fit-out of the warehouse to be tendered in Jan-16
- ▶ SCF – Final lease agreement required by end of 2015 to facilitate planning applications to Abu Dhabi Municipality in Jan-16
- ▶ NCF – ADAC to provide details of the proposed plot re-grading plan, bonded bridge and max. building height by end of 2015
- ▶ NCF – TA selection 25-Nov-15, then CTB on 26-Nov-15
- ▶ NCF – EASC holding a series of internal workshops in early Nov-15 to critically review IO's concept design. IO to incorporate revisions and complete the facility concept design by 26-Nov-15
- ▶ NCF – Decision on Design/Build vs Traditional procurement strategy to be made week ending 12-Nov-16 following presentation by Property Dept. on 9-Nov-15

ORAT

- ▶ Fortnightly project and steering group meetings covering NCF and SCF ongoing
- ▶ Development of ORAT schedules

RISKS AND ISSUES

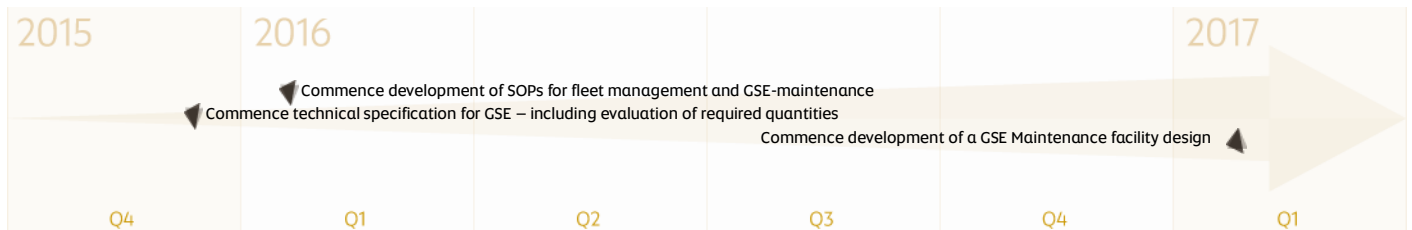
- ▶ Size, location or coordinates of NCF plot tentatively confirmed. Any change may impact design delivery schedule and ultimately NCF's operational readiness, creating a catering capacity shortfall and potentially additional costs associated with variances to design works
- ▶ Musataha Lease Agreements for existing and proposed SCFs to be re-negotiated and initialized. Formal lease extension (for a period of 11 years, ending in Dec-28) from ADAC under negotiation



Executive Guidance

We recommend continuing with the design process for the NCF to avoid a delay in the program, accepting the risk that a change in plot configuration may require redesign efforts. Etihad Airways' Legal and Property departments to finalise SCF lease agreement until 2028 with ADAC by end of 2015 to avoid any delay in upgrade /extension project

DEVELOPMENT - SUPPORT FACILITIES



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ Tentative plot locations for the various support facilities have been provided by ADAC. The identified support facilities include future Midfield Crew Briefing Centre, GSE Maintenance workshop, ULD repair workshop, GSE staging area (forward support zone) and future central warehouse
- ▶ ADAC have provided the location and plot size (21,068sqm) for the proposed Etihad Airways GSE Maintenance workshop to be located in the East Midfield and the future Etihad Airways Central Warehouses (80,955sqm) to be located in Al Falah

- ▶ End users to identify and develop NPAs with CAPEX investment plans and operational needs analysis, including required operational date for each of these facilities
- ▶ Etihad Airways Midfield Program team to request to ADAC to provide geographical coordinates for all Etihad Airways proposed plots
- ▶ Etihad Cargo Operations to provide estimated footprint required for ULD stacking in the Midfield
- ▶ Evaluation of required quantities of new GSE to support Midfield operations to be carried out

ORAT

- ▶ Develop ConOps for fleet management and GSE maintenance

RISKS AND ISSUES

- ▶ Size, location or coordinates of various support facility plots are included in the ADAC Master Plan which is pending approval. Any plot changes may impact design delivery schedule and ultimately end users operational readiness and potentially additional costs associated with variances to design works



Executive Guidance
No guidance required.

PROJECTS - IT SYSTEMS



Accomplishments

- ▶ A&NO projects tracker established to gain detailed understanding of Etihad IT projects (affecting MTB) status. To be presented in a bi-weekly steering committee meeting

DESIGN AND INTEGRATION IMPLEMENTATION

Planned Actions

- ▶ ICD (Interface Control Document: definition document of how two systems are integrated and which data will be exchanged) contents has been reviewed and agreed between ADAC and Etihad Airways .To be signed-off by Dec-15 (delayed from Oct-15 due to coordination and resource issues on SITA's side)
- ▶ Testing of the AODB interim solution is planned from Nov-15 through to Jan-16 and Etihad Airways is actively involved to support a seamless transition
- ▶ Enterprise Service Bus (Integration platform for Etihad core systems and external systems) is being analysed to identify enhancements required to support Midfield terminal integration
- ▶ Meetings with architecture team to be held to align Midfield integration with T&I strategy. So far only an integration platform (ESB) is available within Etihad and a decision needs to be made regarding the use for MTB systems integration. Project owner has to be defined

To be continued on next page

PROJECTS - IT SYSTEMS

A

Accomplishments

- ▶ Phase 1 of health check completed; the outcomes are:
 1. Workbridge data base is out of date and does not support current operational standards (e.g. aircraft data and precision timing schedule)
 2. Ramp Allocators are not using Workbridge as an allocation tool due to the above
- ▶ The majority of Etihad Airways planned IT projects, which are related to Midfield Program, are scheduled to be finished by the Q4-16. These IT projects already have existing NPAs
- ▶ ORAT IT Workstream kick off meeting held on Oct-15, bi-weekly meeting series is scheduled with T&I, ADAC and Etihad Airways business stakeholders

ORAT

Planned Actions

- ▶ Planned actions for the next phase of the health check are to develop a new data base with current operational standards. Training is being developed for allocators, ramp agents on re-launching Workbridge as a task and resource tool
- ▶ Establish a Midfield focused IT project tracking mechanism. First steering committee to meet before end of Nov-15 (Moved from Oct-15 to identify all projects without a signed NPA including any business projects which might involve sub IT projects)
- ▶ Development of functional user requirements for a turn-around tool to support OTP improvements (Nov-15)
- ▶ Development of and functional user requirements for a real-time dispatch system and its configuration (Q2-16)
- ▶ EASG system transition from ADAC to Etihad Airways IT environment is planned in 3 batches. The first, which includes Workbridge, is scheduled in Dec-15

RISKS AND ISSUES

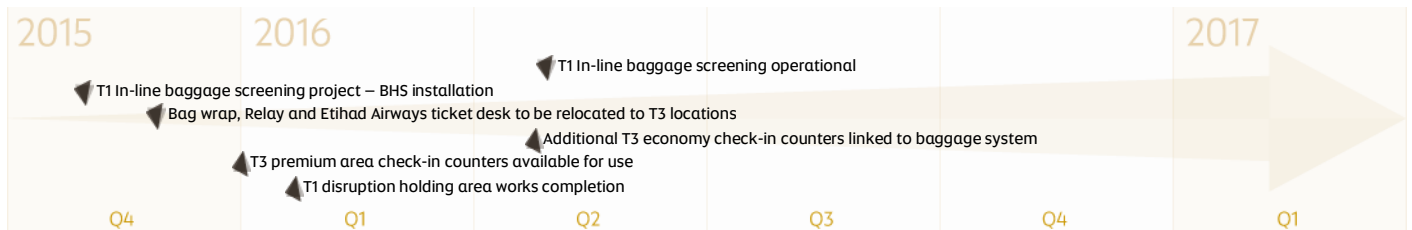
- ▶ ADAC plans to roll-out various Midfield applications in T1/T3, including AODB and FIDS. This may lead to possible disruptions and teething problems during the initial migration phase in the current operation. According to latest ADAC schedule: AODB cut-over Q1-16 risk of delay to end of Q1-16
- ▶ Some of Etihad Airport services and Network Ops planned projects with IT component are without NPA, therefore no scope, cost estimate, project resources and schedule are available (Airport Services and Network Operations list). Currently working on a projects tracker to gain detailed understanding of Etihad Airways IT projects status. Monitoring, reporting and actions to be taken
- ▶ No project has been launched to capture, consolidate and implement the integration requirements (development on the ESB platform) of all business units involved in Midfield operations
- ▶ Etihad Airways T&I future integration strategy enforces a move to the new platform and the service development for MTB integration.



Executive Guidance

We require the bespoke Midfield IT Steering Committee to track Midfield focused IT projects. Also, we need approval to continue ESB analysis and identification of Etihad systems to be interfaced to ESB.

PROJECTS - SOUTHSIDE



Accomplishments

Planned Actions

DESIGN AND CONSTRUCTION

- ▶ T3 temporary training portacabin in use by Hub Ops
- ▶ Agreed re-location of bag wrap and Relay (bookstore) to allow some demolition as part T3 office and laying of new tiles
- ▶ New PBB on T1 Stand 103 / Gate 11 back in service Oct-15
- ▶ The demolition works behind the T1 check-in counters as part of the T1 In-line baggage screening project has been completed. The installation of baggage conveyor has commenced. A new breakroom on the apron level is completed and relocation has been carried out
- ▶ As part of the T3 Terminal Expansion project hoarding has been erected in the T3 economy check-in concourse and demolition works have commenced
- ▶ Business Case for T3 premium check-in area refresh completed and circulated for signature

- ▶ Additional two bus doors and kerb smoothing works at T1 Gate 19 completed, awaiting installation of security access proximity swipe pad and subsequent Police approval
- ▶ T1 Disruption Holding Area works commenced and to be completed Jan-16
- ▶ Installation of hold baggage in-line screening system to be delivered in Nov-15 will be installed behind the T1 check-in counters. The refurbishment of GSA breakroom and stationery storage to be completed 15-Nov-15
- ▶ Award letter to contractor for T3 premium check-in area refresh to be issued

ORAT

- ▶ Concept of Operations / Process Description for T1 disruption holding area to be developed

RISKS AND ISSUES

- ▶ Risk of impacting the 2016 summer schedule if the current Southside capacity enhancement projects are not completed in advance of the 2016 summer period



Executive Guidance

In order to align with the availability of the newly branded check-in counters, refresh needs to be done by end of Jan-16.

GLOSSARY

Below is a list of commonly used abbreviations throughout this document.

A-CDM: Airport Collaborative Decision Making	IPO: Independent Parallel Operations
ADM: Abu Dhabi Municipality	KPI: Key Performance Indicator
AGL: Airfield Ground Lighting	L&D: Learning and Development
ALCMS: Airfield Lighting Control Monitoring System	MART: Midfield Airside Road Tunnel
AMC: Airport Management Center	MCT: Minimum Connection Time
AODB: Airport Operational Database	MFPT: Midfield Program Team
ATC: Air Traffic Control	MTB: Midfield Terminal Building
ATM: Air Traffic Manager	NATS: National Air Traffic Services
ATRICS: Advanced Traffic Solutions	NCF: New Catering Facility
BHS: Baggage Handling System	NOC: Network Operations Centre
CAPEX: Capital Expenditures	PM&CC: Project Management and Cost Control
CFC: Corporate Financial Control	OAL: Other Airlines
ConOps: Concept of Operations	OB: Outbound
CTB: Corporate Tender Board	OOG: Out of Gauge
EASG: Etihad Airways Services - Ground	ORAT: Operational Readiness and Transition
ESB: Enterprise Service Bus (Integration platform for Etihad core systems and external systems)	OTP: On-Time Performance
FF&E: Furniture, Fittings and Equipment	PBB: Passenger Boarding Bridge
FIDS: Flight Information Display System	RFP: Request for Proposal
GAL: Global Airspace Logistics	SCF: Southside Catering Facility
GSA: Guest Service Agent	SITA: Society of International Aeronautical Telecommunications
GSE: Ground Support Equipment	SME: Subject Matter Expert
GSEC: General Secretary	SOOG: Super Out of Gauge
HCC: Hub Control Centre	T&I: Technology and Innovation
IB: Inbound	TA: Technical Advisor
ICD: Interface Control Document (definition document of how two systems are integrated and which data will be exchanged)	ULD: Unit Loading Device
	US CBP: United States Customs and Border Protection

