

Stakeholder Partnership Plan

Sofia Airport

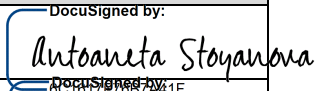
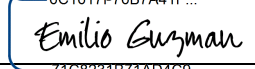
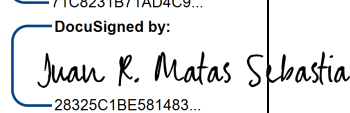
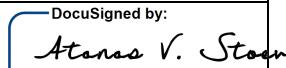
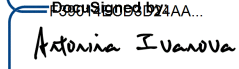
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1 Introduction

Sofia Airport (SA) is the largest international airport on the territory of the Republic of Bulgaria.

SA is certified according to the requirements of the International Organization for Standardization (ISO) with certificates according to three standards: ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management) and ISO 45001:2018 (Occupational health and safety). The ISO certifications ensure that all activities carried out by SOF Connect AD are directed towards efficient resource management, healthy and safe working environment and continuous improvement of the quality of the services offered, focusing on meeting the needs of the passengers.

The applied ISO standards cover the entire range of activities performed by SOF Connect as an airport operator in accordance with the Civil Aviation Act, including other activities performed by the company such as ground handling, commercial activity, renting out of terrain, premises, commercial sites, and facilities and other fixed tangible assets.

In 2016 SA applied for accreditation at Level 1 of the Airport Carbon Accreditation Program and was certified accordingly by ACI EUROPE that same year.

In 2017, as part of the preparation to upgrade to Level 2 of ACA Sofia Airport prepared a **Carbon Management Plan (CMP) for the period 2017-2020** to demonstrate its efforts to reduce GHG emissions. The CMP was prepared in compliance with the requirements of the Greenhouse Gas Protocol (GHGP) for Scope 1

(direct carbon emissions) and Scope 2 (indirect emissions related to electricity consumption) as well as GHGP for airports, and following the ACI Guidance Document for Level 2 of ACA. Subsequently, SA received a certification under the ACI EUROPE Airport Carbon Accreditation Programme at Level 2 Reduction.

As of 20.04.2021 SOF Connect AD effectively took over the management and operation of Sofia Airport as the airport operator, by virtue of the contract signed on 22.07.2020 for awarding a concession for Sofia Airport.

With the new management under SOF Connect AD the minimum goal of Sofia Airport was to reach ACA Level 3. In 2022 this goal was achieved by handing in a Carbon Management Plan, a Carbon Footprint Report and for the first time also a **Stakeholder Engagement Plan**. SOF Connect is in the process of extending the carbon accreditation of Sofia Airport to Level 4. In line with the requirements for this level, SOF Connect must elaborate a **Stakeholder Partnership Plan** and extend the reporting of the SOF Connect carbon footprint to **include all emissions for all flights departing from the airport**.

The current Stakeholder Partnership Plan (SPP) is prepared in parallel with the Carbon Management Plan of SOF Connect for the period 2024-2027.

The SPP provides identification, categorisation and prioritisation of all relevant stakeholders to Scope 3 and how the airport plans to partner with and influence them to achieve their carbon reduction emission targets. Further it includes an identification of all stakeholder with a significant contribution (> 10 %) to the Scope 3 emissions.

The stakeholders were split into three different groups. The groups are **airlines and ground handlers, maintenance, cargo and BULATSA, tenants** . All these groups will be addressed with one of either emission reduction targets, reduction measures or carbon reduction measures directly taken by stakeholders in partnership with the airport.

Next to this, output indicators are set to measure the efforts of SOF Connect on carbon management at SA. The commitments of SOF Connect to its Stakeholders are described in the company's Code of Ethics.

2 Objectives of the Stakeholder Partnership Plan (SPP)

The main objective of the Stakeholder Partnership Plan (SPP) by SOF Connect AD is to actually engage with stakeholders in a partnership **in order to reduce carbon emissions at the airport**. The SPP shall first identify all stakeholders with a significant contribution to the Scope 3 emissions. Additionally, all stakeholders will be addressed by either :

- The setting of emissions reduction objectives for a specific stakeholder or a group of stakeholders. These objectives can be absolute or relative and can either be set by the airport operator or by the stakeholder. If the stakeholder has set the objective, the airport will have to demonstrate significant involvement/contribution to the objective setting.
- Carbon reduction plans/measures directly taken by the stakeholders in partnership with the airport and leading to emissions reductions. Again, the airport operator shall demonstrate their involvement in these measures and plans. If the stakeholders had implemented these plans unilaterally, the airport operator will not be able to include these in the Stakeholder Partnership Plan.
- Reduction measures defined by the airport operator on stakeholder activities e.g. APU restrictions, emissions limits.

3 Scope and Approach

3.1 Scope

The scope of the current Stakeholder Partnership Plan is three years, covering the period from **01.02.2024 to 01.02.2027**. The SPP can be reviewed and updated prior to 2027 if considerable structural changes or other external factors influence its implementation.

3.2 Approach

The approach to stakeholder partnership as outlined in this plan is based on the **principles of inclusiveness, transparency, responsiveness, accountability, and respect for rights**. These principles are adopted from the *Stakeholder Participation Guidance* of the Initiative for Climate Action Transparency (ICAT) that aims to provide guidance for the GHG assessment, sustainable development and policies¹.

The steps for the preparation of the SPP are the following:

- Identification and description of stakeholders, whose activities have a significant impact on carbon emissions / carbon footprint;
- Categorisation and assessment of stakeholders;
- Grouping of stakeholders;
- Definition of actions and measures for each group of the stakeholders

¹ <https://climateactiontransparency.org/wp-content/uploads/2020/01/Draft-2018-version-of-the-Stakeholder-Participation-Guide.pdf>

- Development of an implementation plan for the realisation of the defined measures and allocating responsibilities for cooperation, timings and evidence for outcomes;
- Setting a process for SPP implementation and monitoring.

4 Stakeholders at the airport

4.1 Identification and description

Subject of the SPP are stakeholders who, through their operations, activities or actions, have significant impact on Sofia Airport's carbon footprint. For this purpose the suggested threshold of 10 % from the ACA guidelines is used. The relevant groups of stakeholders identified are **tenants** (as one group), **maintenance companies, cargo companies and BULATSA** (as a second group) and **airlines and ground handlers** (as a third group) at the airport.

Further stakeholders without significant contribution to Scope 3 emissions are SOF Connect employees across all of its operations, passengers, visitors and other external stakeholders relevant to the airport's activities, such as the general public, NGOs and aviation interest groups.

A detailed list of the identified stakeholders is presented in **Annex I** to the SPP.

4.2 Categorisation of stakeholders

For the purpose of developing this SPP the categorisation of stakeholders according to the Stakeholder Engagement Plan was used to identify high potential stakeholders. Stakeholders relevant to scope 3 emissions were identified and categorised in **three categories based on the type of their activity and relation to SOF Connect** (Table 1).

The three categories of stakeholders are as follows:

Group I. External stakeholders 'on-site'

The group covers stakeholders contributing to emissions that are a consequence of the activities of the airport but occur from sources not owned and/or controlled by SOF Connect. These are the stakeholders, external to SOF Connect, which are generally operating on the territory of the airport and/or generally performing activities that have a direct link to Scope 3 emissions. Such stakeholders are, for example: airlines, ground handling operators, tenants (businesses & services), passengers, etc.

Group II. Airport staff

The group represents the internal stakeholders for SOF Connect, i.e., the employees within all company operations whose actions and behaviours contribute to scope 3 emissions.

Group III. External stakeholders 'off-site'

The group covers external stakeholders that are not operating on the territory of the airport but through their decisions, actions, established rules or other activities may indirectly affect Scope 3 emissions of SOF Connect. Such stakeholders are decision-making bodies, energy or service suppliers, non-governmental organizations, the general public, etc.

4.3 Stakeholder analysis and prioritisation

- Stakeholder analysis

To identify **key stakeholders** and subsequently develop targeted measures within the scope of the plan, an **analysis of stakeholders** was carried out using a **Stakeholder analysis matrix** (Figure 1). Taking the **stakeholders' impact on carbon emissions** and the **Influence SOF Connect has on each stakeholder subgroup** into account, stakeholders were assessed on a scale of five levels (high, medium-high, medium, medium-low, low) and allocated to one of four quadrants.

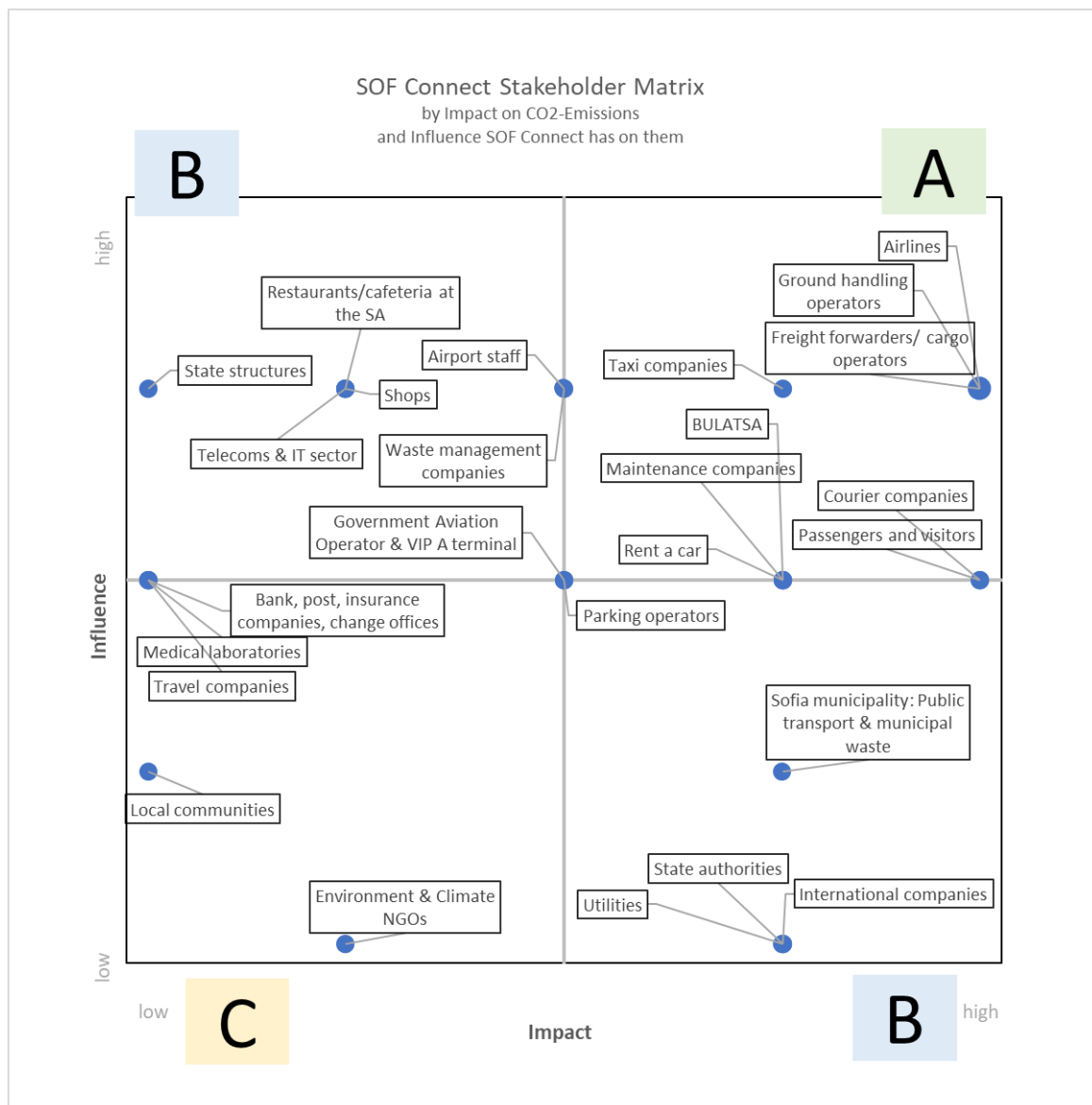


Figure 1 *Stakeholder analysis matrix*

- Stakeholder priority groups

As a result of the Stakeholder analysis, stakeholders were prioritised as follows:

- Stakeholders of high priority:** causing the highest level of carbon emissions and energy consumption through their activity (high and medium-high impact) AND having a high potential to be influenced on their carbon emissions (high and medium-high influence);
- Stakeholders of medium priority:**

- causing high/medium-high/medium levels of carbon emissions and energy consumption through their activity AND having a low/medium-low/medium potential to be influenced; and
- causing low/medium-low/medium levels of carbon emissions and energy consumption through their activity AND having a high/medium-high/medium potential to be influenced.

C. Stakeholders of low priority: causing low/medium-low level of carbon emissions and energy consumption through their activity AND having a low/medium-low potential to be influenced.

This Plan aims to identify specific measures and actions to engage stakeholders in the process of reducing emissions at Sofia Airport and improving energy efficiency. For this reason, **measures are mainly focused on selected stakeholders in priority groups A and B** that either contribute significantly to emissions reduction or may be influenced by targeted actions, decisions or partnership initiatives of SOF Connect.

- Potential for guidance and influence of stakeholders

In assessing the potential for stakeholders to be guided and influenced, a high or low potential was considered based on the interconnectedness of the relevant stakeholders with the operational activities of SOF Connect. To specify more clearly the means of stakeholders' partnership, it was further identified which stakeholders can be **guided** and **influenced** by targeted actions and partnership activities based on the following assumptions:

- With high potential to be guided are the stakeholders, who have a contractual relationship with SOF Connect and/or are directly dependent on the operations and management decisions of the airport operator and/or may be engaged on the basis of a partnership or other legal agreement. These stakeholders are considered stakeholders which potentially can **be guided** by SOF Connect.
- With less potential to be influenced are stakeholders who do not have a contractual relationship with SOF Connect and/or their overall operational activities are unlikely to be influenced by SOF Connect and/or their behaviours and actions can be influenced through awareness campaigns and sharing of best practices and good examples based on partnership agreements may be implemented. These stakeholders are considered as stakeholders with potential **to be influenced** by SOF Connect.

The results of the prioritisation and of 'guidance' and 'influence' potential of the selected stakeholders are presented in Table 1.

Table 1. Stakeholder prioritisation

Stakeholder Group	Stakeholder	Priority group	Guide	Influence
Group I	Airlines	A	X	
	Ground handling operators	A	X	

	Freight forwarders/Cargo operators	A	X	
	Taxi companies	A	X	
	BULATSA	A		X
	Maintenance companies	A	X	X
	Rent a car	A		X
	Courier companies	A		X
	Passengers and visitors	A		X
	Waste management companies	B		X
	Restaurants/cafeteria at the SA	B	X	
	Shops	B	X	
	Telecoms & IT sector	B	X	
	State structures	B		X
	Government Aviation Operator & VIP A terminal	B		X
	Parking operators	B		X
	Bank, post, insurance companies, change offices	C	X	
	Travel companies	C	X	
	Medical laboratories	C	X	
Group II	Airport staff	B	X	X
Group III	Sofia municipality: Public transport	B		X
	State authorities	B		X
	International authorities/bodies	B		X
	Utilities	B		X
	Environment & Climate NGOs	C		X
	Local communities	C		X

5 Current Stakeholder Engagement Activities

5.1 Current situation

SOF Connect carries out an **ongoing dialogue with EUROCONTROL and ACI Europe** through regular meetings with the Collaborative Environmental Management (CEM) Council and the Airlines operators committee (AOC).

- **Collaborative Environmental Management (CEM) Council:** comprised of operating stakeholders involved in the management of aviation activities in a particular airport. The role of the Council is **to adopt a common environmental vision concerning aircraft operations**. CEM meetings were established in 2013 and take place since. Among the environmental impacts falling in the scope of CEM, **the communication with external stakeholders** (incl. providing support to the relevant national authorities and bodies), is also covered².
- **Airline operators committee (AOC):** AOC membership is limited to airlines operating scheduled flights to a particular airport. The role of the AOC is to **provide opportunities for dialogue**, education, advancement and improvement of all aspects of the airport operations **through meetings, seminars, communications, publications and other programmes and activities**.
- **Regular** consultations with airport users on the levels of aircraft charges.

Currently, the carbon emissions reduction targets, reduction initiatives and performance are communicated by SOF Connect to the relevant internal and external stakeholders by:

- Sharing information on the corporate website, showing Sofia Airport's commitment to CO₂ emissions reduction and energy efficiency improvement. Information is uploaded both in the sections "Ecology" and in section "Certificates";
- Presenting banners in Terminal 2 that show the participation of SOF Connect in ACA Program;
- Broadcasting a video about ACA program provided by ACI EUROPE from the advertising monitors of both terminals;
- Providing a mechanism for providing feedback or proposals on improvements in energy efficiency by employees. A mailbox (CO2emissions@sof-connect.com) was set up with the aim to: (1) provide relevant feedback, make proposals and share ideas related to GHG emissions reduction and energy efficiency improvement, (2) share knowledge from undergone trainings related to carbon emissions and energy efficiency;
- Sharing information on social media (Facebook, Instagram, Twitter, LinkedIn, YouTube channel) that SOF Connect participates in the ACI EUROPE program for airport carbon accreditation, as well as posts related to carbon reduction initiatives..

² Terms of Reference of CEM Council, 4.0/12.08.2022

5.2 Other stakeholder engagement measures

Next to the described above engagement activities, promoting the efforts of SOF Connect in CO₂ reduction, other activities are taking place, which could potentially incorporate the topic of carbon reduction and CO₂ emission prevention in future planned work with stakeholders. Such activities are:

- Online portal for business partners: for Airlines, Cargo, Ground handling, Procurement, etc;
- BULATSA and SOF Connect: Joint noise task force (Order No AC-020/29.12.2020 between BULATSA and SOF Connect);
- Noise complaint online form;
- Passenger service via the call centre (24h per day), Airport and Tourist information desks, on-line form for passengers' comments and recommendations;
- Public: Section Ecology on the company's website provides information about the current status of the environment in the vicinity of the airport;
- Incentives for SOF Connect employees (e.g., free public transport for employees);
- Free shuttle bus between T1 and T2 for passengers and employees.

6 Stakeholder Partnership Activities

6.1 List of stakeholders with significant share of emissions

As a first step the stakeholder groups with a significant contribution to Scope 3 emissions were identified. This happened along with the guidelines of the Airport Carbon Accreditation Application Manual Issue 14. The threshold of 10 % share of emissions was not fully respected because potentials for emission reductions were discovered for other stakeholder groups.

Those stakeholder groups are:

Airlines:

- Austrian
- Bulgaria Air
- Easy Jet
- Lufthansa
- Ryanair
- Turkish Airlines
- Wizz Air

Ground Handlers:

- SwissPort Losch
- Goldair
- LUKOIL

Cargo companies:

- Aviation Services Bulgaria
- Bulgarian Posts

Maintenance Companies:

- Lufthansa Technik
- Aerotechnik

Air traffic control:

- Bulatsa

Tenants:

- Dufry
- SwissPort Losch
- Yellow Taxi
- Relay
- Costa Coffee
- Aspire Business Lounge

6.2 Grouping of stakeholders

For the stakeholder partnership plan the stakeholders with significant share of emissions were grouped into three different groups. The groups are being setup in line with the stakeholders interests and their commonalities. This enables the airport to address the interests of the different stakeholders more precisely. Those groups are:

- **Airlines and ground handlers**

Airlines and ground handlers are representing a single stakeholder group because of their very specific interests in the field of sustainability. For the past years the dominant topics of interest for airlines were related to SAF and other low carbon fuels, carbon taxes, SESAR and reduction of auxiliary power unit usage. But they also do have a rather big fleet at the airport, which leads again to common interests.

- **Cargo, maintenance companies and BULATSA**

Cargo and maintenance companies are grouped with BULATSA as one since all of these groups own some of the largest facilities at the airport. Therefore, they are interested in how to upgrade their buildings to be more energy efficient.

- **Tenants**

Tenants are mostly renting their facilities/space and therefore have no say in renovation of buildings and their main interest will be to reduce their energy cost by becoming more efficient in day-to-day operations.

6.3 Stakeholder meetings

The stakeholder meetings were conducted in those groups. They were dated on September 18th and 19th. The purpose of these meetings was to introduce the stakeholders to the plans of Sofia Airport and what implications that will bring for them. The second objective was to learn about their sustainability programs and goals. With this setting it was ensured all questions to the implications of ACA Level 4 are being answered to gain more stakeholder buy-in for this project.

Additionally, it started a conversation about carbon management initiatives with the different groups and an early identification of common goals in regard to decarbonization.

6.3.1 Stakeholder meetings: Introduction to all groups

To open the meetings the Director ESG introduced the participants to Sofia Airports decarbonization efforts, and the obligations SOF Connect has through its grantors.

The goal of Sofia Airport is to reach NetZero in 2036, this means that 85 % of the emissions will have to be removed by then. The residual 15 % can be compensated by offsetting. In 2050 the goal will be to have no residual emissions. To reach this ambitious goal Sofia Airport is introducing a series of different measures for decarbonization including a photovoltaic power plan, which will have 20 MW in its final expansion stage. The photovoltaic plant will be accompanied by a 20 MWh battery storage. Other measures will be the purchase of electric vehicles, which has already begun in 2023 and the introduction of charging infrastructure throughout the airport.

The next part was about explaining the ACA program and Sofia Airports ambitions to reach Level 4 to the participants. Also, the implications of this project on the airlines and ground handlers were explained. Those would be, that the airport has to address each group of stakeholders (Group 1: Airlines and Ground Handlers | Group 2: Cargo and Maintenance Companies | Group 3: Tenants) will have to be addressed by one of the following:

- Emission reduction objectives
- Carbon reduction plan/measures
- Restrictions.

Then some measures taken at other airports and ideas of Sofia Airport how to address these targets were presented.

6.3.2 Meeting with airlines and ground handlers

In the discussion following WIZZ Air pointed out, that they are willing to uplift SAF, once available in Sofia. Lufthansa / Swiss / Austrian are willing to use potential SAF provision before 2025, too. WIZZ Air also mentioned their decarbonization strategy, which includes usage of the latest generation of airplanes to avoid emissions and its 25 % emission reduction goal per passenger by 2030. Lufthansa / Swiss / Austrian mentioned that they would make use of upgraded GPUs/PCAs and introduce EVs to Sofia Airport, once charging can be provided by the airport. Both, WIZZ Air and Lufthansa / Swiss / Austrian would like to include sustainability as an additional topic in regular meetings.

6.3.3 Meetings with maintenance and cargo companies

The meeting with maintenance and cargo companies was attended by Aerotechnic, Lufthansa Technik, Aviation Services Bulgaria (cargo), Bulgarian Posts (cargo), M&M Air Cargo Service Bulgaria, BULATSA.

The main questions during this meeting were on the airlines share of scope 3 emissions and how the emissions are being calculated. The share of airlines including all aircraft movement (ACA

Level 4 calculation method) is 92 %, excluding airplane emissions the share is about 15 – 20 %. The emissions are being calculated with the tool provided by ACA. Scope 3 emissions for fuel, heating and electricity account for approx. 7.900 t CO₂. The decarbonization measures are financed through Meridam's own funds and through bank loans from different financing institutions: World Bank, EIB and others. The financing institutions have strict requirements on following their ESG policies and practices. Return on invest is assessed for each measure individually and approved by senior management.

Questions on potential measures were on the provision and conditions of EV charging infrastructure, as well as the use of green electricity provided by the airports.

Individual meetings will be conducted with Lufthansa Technik due to great interest on joint measures, such as PV projects, e.g.

6.3.4 Meetings with tenants

The meeting with maintenance and cargo companies was attended by Dufry, SwissPort, Costa Coffee, Relay and Aspire Business Lounge.

The discussions and main questions of tenants were about waste management and the provision of green energy at Sofia Airport. Because their customers are requesting separated bins for different types of waste. Especially SwissPort and Relay were interested in purchasing green energy from the airport. Relay pointed out, that a corporate sustainability strategy is recently being developed and will be available by 2025.

To support the development of the sustainability and especially decarbonization strategy of Relay at Sofia Airport individual meetings will be conducted.

6.4 Emission reduction objectives

Since Sofia Airport recognizes the limited ability of tenants to improve their carbon footprint with building renovations, photovoltaic projects and other infrastructural measures there will be emission reduction objectives that can be fulfilled by improving their day-to-day operations. An additional hurdle is the unavailability of green power to be provided from the grid in Bulgaria. Therefore, tenants will be tasked to improve their carbon footprint on an annual basis.

Further, taxi companies will be incentivised by Sofia Airport for bringing electric taxis to the Airport. Electric taxis will go through the airport free of charge. Furthermore, the SOF Connect AD is currently investing in charging stations to provide the taxi companies sufficient opportunities to charge their EVs while waiting for the next passenger.

A detailed implementation plan for the provision of green energy to airport tenants can be found in Annex II - Implementation Plan Green energy supply to airport tenants.

A detailed implementation plan for the incentivization of electric taxis can be found in Annex III - Implementation Plan Incentivization of electric taxis. While prove for execution is provided in Annex IV – Yellow e-taxi.

6.5 Restrictions

Airlines and ground handlers at Sofia Airport will be facing restrictions concerning vehicle idling and the usage of their auxiliary power units (APU). The plans of Sofia Airport to ban vehicle idling (unless it is for comfort reasons of passengers for example airconditioning and heating in busses waiting for passengers) on their apron will reduce the fuel consumption and the carbon footprint. Since Sofia Airport is planning to upgrade the pre conditioned air (PCA) devices on their contact stands airlines will face APU restrictions when docked on a contact stand equipped with an PCA device.

A detailed implementation plan for APU restrictions and guidelines can be found in Annex V - Implementation Plan APU Restrictions.

6.6 Carbon reduction plans taken in partnership

There are two companies with interest in joint carbon reduction measures. Lufthansa Technik expressed interest in having a joint photovoltaics project during the stakeholder group meetings. Those conversations were picked up in a meeting between the sustainability team of Sofia Airport and Lufthansa Technik on 04.10.2023. And further meetings are being setup to discuss details and next steps.

A detailed implementation plan for APU restrictions and guidelines can be found in Annex VI - Implementation Plan Joint measures with Lufthansa Technik.

7 Allocation of roles and responsibilities

As a part of the implemented Integrated Management System, in accordance with ISO 14001:2015 and ISO 9001:2015, since 2015 Sofia Airport have in place a procedure for taking inventory of carbon dioxide emissions. The Procedure sets the roles and responsibilities of the relevant structural units for GHG emissions management and carbon footprint calculation, the scope of emissions included and the method of calculation. An annex to the Procedure provides a means for self-assessment of progress in relation to energy efficiency and GHG emissions reduction.

The implementation of the SPP will be the responsibility of several units within SOF Connect (as outlined in 5.5. Implementation Plan), with a key role played by the **GHG Emissions Management Team**, which is also responsible for the implementation of the Carbon Management Plan.

The GHG Emissions Management Team currently holds regular meetings on GHG emissions management, and among others, its responsibilities also entail the development of internal and external marketing and communication measures to raise awareness to achieve higher energy efficiency and greenhouse gas savings (Carbon Management Plan 2017-2020, SA).

8 Evidence of partnership and outcomes

To manage the stakeholder partnership process efficiently and promote the SPP objectives, SOF Connect will use different channels and engagement tools for sharing information with stakeholders, while at the same time adopting an individual partnership approach depending on the type of the stakeholder and their possible commitment and contribution to the objectives for carbon emissions reduction at SOF Connect. The benefit for this approach would lead to maximizing the effect of the implemented carbon management actions.

Below is a non-exhaustive list of the means of stakeholder engagement and partnership:

- **Communication Channels**
 - Website
 - Social media
 - Emails
 - Phone line

- **Ways of commitment and activation**
 - Information materials
 - Awareness campaigns
 - Consultations
 - Trainings
 - Workgroups & meetings – internal & external (e.g. CEM and AOC meetings)
 - Site visits & Audits
 - Surveys
 - Webinars
 - Workshops

Specifically, the following types of activities have been identified as having the greatest potential for achieving stakeholder understanding, engagement and activation. Therefore the following activities of the stakeholder engagement plan will be continued:

- **Awareness campaigns** for internal and external stakeholders (carbon management initiatives and incentives, energy efficiency measures, reducing energy consumption, changing behaviors, etc.); e.g., development of internal marketing and communication materials to raise awareness for energy efficiency among employees, customers and passengers.
- **Trainings** for internal and external stakeholders (practical carbon management actions and advice within the operational activities of the staff and third-party employees); e.g., Internal training for the Heads of departments to build up internal capacity to perform dedicated energy efficiency training for employees and to improve the environmental culture within SOF Connect.
- **Interactive sessions and forums**, involving SOF Connect teams and divisions, as well as priority external stakeholders (raising key issues; setting, implementing and monitoring of key activities; communicating SOF Connect policies and objectives on carbon management);

- **Incentives** to encourage good practices for the employees;
- **Carbon management and energy efficiency clauses** to be introduced into third-party contracts;
- **Building strategic partnerships** for the implementation of joint activities and raising awareness among key stakeholders and the general public;
- Other **communication** and activation activities, as described in section Implementation Plan.

Stakeholder partnership activities will be justified by outputs and evidence that include the establishment of working groups, the conduct of trainings, webinars and awareness campaigns, the dissemination of communication materials, establishing partnerships, joint initiatives and other foreseen targeted activities. These are to be supported by the relevant actions (incl. procedures, documentation and materials), initiated and monitored by the responsible teams and divisions.

All foreseen partnership activities, outcomes and evidence of partnership and their respective target groups and responsible teams are presented in section 9. Implementation Plan.

9 Implementation Plan

Based on the stakeholder's prioritisation and the assessment of possible engagement approaches, an implementation plan including proposed actions and timings has been developed.

Implementation Plan						
No	WHAT /Action/	HOW /Way of collaboration/	WHO /Targeted stakeholders/	WHEN /Timing and Frequency/	Responsible	Evidence of collaboration and outcomes
1	Establishing of a working group to monitor the implementation of SPP	Workgroup Meetings	Employees	March 2024	GHG Emissions Management Team	Established group/team
2	Establishing carbon reduction goals	Meetings, information materials, presentations	Tenants	November 2024	Commercial director GHG Emissions Management Team	Tenants Scope 3 emissions
3	Establishing vehicle idle bans on apron	Meetings, information materials, awareness campaign	Airlines, ground handlers, employees, authorities	January 2025	Airfield operations, GHG Emissions Management Team	Tenants fuel consumption
4	Establishing PCA guidelines	Meetings, information materials, awareness campaign	Airlines, ground handlers	Annex V	Airfield operations, ground handlers, GHG Emissions Management Team	PCA meter data
5	Incentive model for electric taxis	Information materials, awareness campaign	Taxi operators	Annex III	Commercial director, GHG Emissions	Measured number of EV taxis

					Management Team	
6	Further development of joint measures with Lufthansa Technic	Workgroup, Meetings	Lufthansa Technic	Annex IV	Technical Director, GHG Emissions Management Team	Detailed action plan for joint measures
7	Effective functioning of CEM – CEM Council meetings, implementing and monitoring of key performance objectives	Meetings, information materials, presentations	CEM members	Ongoing dialogue; Regular meetings as per ToR of CEM	CEM management	Minutes of meetings; Presentations
8	“Train the trainers” initiative – capacity building within SOF Connect team for providing carbon management trainings internally and to third parties	Trainings, webinars, workshops, consultations	Head of operational Departments	Ongoing	GHG Emissions Management Team	Number of trainings; Number of trained employees
9	Development of internal and external marketing and communication materials to raise stakeholders’ awareness for energy efficiency and SOF Connect efforts on carbon management	Information materials, website, social media	All groups of stakeholders	Ongoing	GHG Emissions Management Team	Number of SH reached with information materials; Developed brochures and other information materials
10	Sharing to third parties airport policies and targets to reduce emissions	Meetings, Information materials, Webinars, presentations	GH operators, tenants, key partners, etc.	Ongoing	GHG Emissions Management Team	Number of stakeholders reached; Minutes of meetings; Presentations
11	Awareness campaigns (e.g., on efficient use of airport premises regarding electricity, water use, heating/cooling, and waste)	Surveys, information materials (e.g. stickers, videos, signboards, etc.) at the SA premises	Passengers, visitors, tenants, etc.	Ongoing	GHG Emissions Management Team	Carried out survey; Carried out awareness campaigns
12	Joint carbon positive initiatives with airport service providers (e.g., joint recycling initiatives, joint maintenance actions that improve infrastructure use, etc.)	Workgroup Meetings; Awareness campaigns	Airport service providers	Ongoing	GHG Emissions Management Team	Carried out a joint initiative

13	Including CO₂-reduction clauses in third-party contracts (e.g. tenants to use energy efficient equipment; specific CO ₂ targets included, etc.)	Workgroup Meetings, consultations	Stakeholders that could be guided (Table 1)	Ongoing	Legal / Procurement department; GHG Emissions Management Team	Number of concluded contracts with a CO ₂ -reduction clause
14	Provide incentives (e.g., for employees using the public transport instead of their cars)	Awareness campaign, social benefits	Employees	Ongoing	GHG Emissions Management Team	Number of incentivized employees
15	Provide opportunity to collect stakeholders' feedback on SOF Connect carbon management objectives and outcomes (e.g. at the airport premises, on the website, via app, etc.)	Survey, website, email, app, etc.	Passengers, employees, airport service providers, etc.	Ongoing	GHG Emissions Management Team	Number of collected feedback
16	Partnership with airport service providers and other external stakeholders (e.g. taxis, public transport) to place information brochures about SOF Connect carbon emission efforts	Information materials	Stakeholders that could be both guided and influenced (Table 1)	December 2023+	GHG Emissions Management Team	Number of developed partnerships; Number of meetings
17	Building strategic partnerships with key stakeholders (e.g., GHO, taxi and courier companies, airport hotel shuttles, public transport, Sofia municipality, etc.) to implement joint emissions reduction initiatives	Workgroup Meetings	Stakeholders that could be both guided and influenced (Table 1)	Ongoing	SOF Connect Management	Provided in Implementation Plans on SPP measures. The Implementation Plans are an Annex to the SPP. Current measures: APU restrictions and PCA guidelines, green energy supply to airport tenants, Incentivization of electric taxis, Joint measures with Lufthansa Technik,

						<i>Low carbon fuels at Sofia Airport gas station, Public charging stations</i>
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10 Monitoring and SPP update

The SPP will be revised in full at least every three years. However, as the plan is envisaged to be a **live document**, if there are any structural changes or other external factors (e.g., new stakeholders are identified, a new internal document issued, etc.) that may influence the implementation of the plan, the SPP will be updated in a shorter period. This is to ensure a continuous improvement of the stakeholder partnership process throughout.

The responsible body for the SPP implementation will be a **dedicated working group**, in particular the GHG Emissions Management Team which will ensure that the planned measures and actions are implemented on time and the outcomes are supported by the body of evidence (9. Implementation Plan). Experts from other SOF Connect teams and divisions may be involved in the implementation of the plan at the discretion of the GHG Emissions Management Team as part of the working group. Other communications are to be found in the CMP Communication Plan (Annex I to the updated CMP).

Target setting and identification of specific actions under the Implementation Plan will take place at the end of the second quarter of the year preceding the implementation of the measures. The **progress of SPP implementation and the achieved outcomes** will be presented twice a year within the regular AOC meetings and once a year within the regular CEM meetings.

The **work organization on the SPP implementation** is presented below:

Activity	Way of execution	Regularity
Target setting and action plan for specific measures	Within CEM meetings	Once a year (Q2), in the year before the actual implementation of the measures
Monitoring and corrective actions	Within the regular working group dedicated to monitoring SPP progress /GHG Emissions Management Team and other experts if necessary/	Each quarter of the year, during which the measures are implemented
Implementation reports	Within AOC meetings	Twice a year
	Within CEM meetings	Once a year
Communicating with other stakeholders to promote progress of SPP implementation	Through communication channels/ways of activation, identified by the working group	Once a year