

桃園國際機場

飛·行 季刊

TAOYUAN Airport Review



復甦曙光漸露

穩步踏上國門重啓之路

The Dawn of Aviation Recovery
Stable Progress on The Road to Reopen The Border

No. 05
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用心連接世界
Connecting the World with Heart

飛·行季刊

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飛·行

TAOYUAN
Airport Review

履實信念・迎接新生活

Honoring the Belief and Embracing New Life



飛·行季刊去年8月發行，第一期我以〈不斷創造新的故事〉為序，在國際新冠肺炎疫情正炙環境下，引用史蒂芬柯維（Stephen R. Covey）在《高效能人事思考的七個習慣》書中的話，鼓勵機場同仁秉持不斷更新的思維，擴大腳步翻新22項、總金額超過52億元的空、陸側基礎設施，推動第三航廈全面動工，加速營運及旅客服務的智慧化；同時也爭取行政院同意擴充經營資本，成功發揮統合綜效，將營運危機化為轉骨成長契機。

感謝機場服務大聯盟各單位在第一線付出，兩年多來成功守住國門邊境，通過疫情的淬鍊，下半年國境解封正逐步展開，後疫情時代的桃園國際機場面臨旅運回升的趨勢，如何以嶄新風貌迎接旅客，擴增人流、物流、資訊流的營運能量，會是接下來的嚴峻考驗。

也期許機場夥伴們迎接未來新生活，持續以「服務至上、專業創新」信念，提供旅客更舒適的機場體驗，重回東亞樞紐機場榮景，踏實邁向永續治理成為國際標竿機場。

The first issue of Airport Review was published in August last year, and I prefaced it with "Ceaselessly Creating New Stories". Amidst the prevailing international COVID-19 pandemic, employees at Taiwan Taoyuan International Airport (TTIA) were encouraged to follow the example of Stephen R. Covey with a mindset of continuous renewal to expand the renovation of 22 airside and landside infrastructures with a total amount of more than NT\$5.2 billion, and to promote the construction of Terminal 3 with a view to accelerating smartification of operations and services. At the same time, Taoyuan International Airport Corporation (TIAC) has also strived for the Executive Yuan's approval to expand its operating capital, successfully turning the operational crisis into an opportunity for growth.

Thanks to the front-line efforts of the airport service alliance, the border has been successfully guarded for more than two years. Having passed the hardship of the pandemic, the lifting of the border restriction is gradually underway in the second half of the year. TTIA in the post-pandemic era is in the face of a rebounding trend of air travel volume. Therefore, a tough challenge lies ahead in how to welcome passengers with a brand new look and expand the operational energy of people flow, logistics and information flow.

Meanwhile, we hope that our partners will usher in a new life in the future and offer passengers a more pleasant experience at the airport with the belief of "service first, professional innovation", so as to return to the glory of hub airport in East Asia and embark on sustainable management to be a world-class leading airport.

董事長

林國顯

Lin Kuo-shian
Chairman



復甦曙光漸露

穩步踏上國門重啟之路

The Dawn of Aviation Recovery

Stable Progress on The Road to Reopening The Border

邊境管制鬆綁，桃園機場也逐漸揮別疫情陰霾，正積極準備迎接旅運量回升的挑戰，期待能以全新面貌迎接疫後復甦，提供旅客更舒適的機場體驗。

141 天戮力付出 落地採檢功成身退

桃園機場自 2022 年 1 月 11 日起實施落地採檢措施，在機場服務大聯盟各單位貢獻專業下，順利完成每一航班的採檢作業；行政院蘇貞昌院長 5 月 31 日特地到桃機，代表政府感謝第一線同仁辛苦付出，夜以繼日防守國門，為臺灣締造防疫佳績。6 月 1 日起桃機入境旅客全面改採唾液採檢，象徵邊境防疫邁向新階段，穩步踏上國門重啟之路。

國境放寬 轉機現笑容

此外，桃園機場自 6 月 15 日起恢復旅客轉機作業與開放親友接送，機場公司邀集航警局、疾管署、航空公司實地演練推演每個環節，確保動線分流及防疫清消等流程一切順暢，同時因應旅客購物及餐飲需求，免稅店業者於候機室內貼心設置 QR Code 線上選購，再由專人送至候機室。首名轉機旅客在前往候機室途中，還向工作人員表示，很幸運能成為臺灣恢復轉機後第一位轉機旅客。

久別重逢 親友接機解相思

開放親友接機首日一早的入境尖峰時段，即有不少民眾前來接機，在機場公司規劃的親友等候區引頸

期盼地等待，就算後續仍需進行檢疫，能親自接觸碰上一面，便足以緩解許久未見的思念之情；許多旅客更是得知新政策後特地更改返國日期，因為在機場看到親人，更有回到家的感覺。

國境鬆綁半個月後，6 月 29 日桃園機場單日旅運量為自 2020 年 4 月以來首度超過 1 萬人，對疫情以來的機場意義非凡。桃園機場也將持續優化服務品質，與旅客共同迎接航空復甦曙光。



▲ 親友於等候區引頸期盼地等待返鄉家人
Relatives and friends are waiting eagerly for the returning travelers in the waiting area.



隨著旅運量逐漸回溫，桃園機場將持續優化服務品質，提供旅客更舒適的機場體驗

As the rebounding of traffic volume appears, TTIA continues to optimize the service quality and provide a more comfortable airport experience.

With the relaxation of border control, Taiwan Taoyuan International Airport (TTIA) is gradually waving away the haze of the pandemic and preparing to meet the challenge of rebounding air travel volume, expecting to welcome the post-pandemic recovery with a new look and provide passengers with a more comfortable airport experience.

Successful end of the COVID-19 testing upon arrival after 141 days of implementation

TTIA has implemented COVID-19 test upon arrival since January 11 2022, and with the professional contribution of the airport service alliance, all tests have been successfully completed for every flight. The Premier, Su Tseng-chang, made a special visit to TTIA on May 31 to thank the frontline staff for their dedication and hard work in safeguarding the gates night and day, achieving an outstanding performance in pandemic prevention for Taiwan. As of June 1, TTIA has switched to saliva testing for all incoming passengers, symbolizing a new stage in border epidemic-prevention and a steady progress on the road to the reopening of the national border.

Smiles show after the relaxation of border control

In addition, TTIA has resumed transfer service and inbound passengers are allowed to be picked up by friends and relatives since June 15. Before the implementation, Taoyuan International Airport Corporation (TIAC) invited the Aviation Police Bureau, Center for Disease Control, and airlines to run through every step of the process on site, ensuring a smooth flow of diversions and sterilization. Meanwhile, in response to the needs of shopping and dining, passengers can scan a QR code to shop online in the waiting room and duty-free purchases or meals ordered would be delivered to them. On the way to the waiting room, the first transfer passenger expressed to the staff that he was lucky to be the first one after the resumption of transit in Taiwan.

Airport pick-ups and long-awaited reunion

Many relatives and friends came to the airport for the pick-ups in the early morning on the first day of the opening, waiting expectantly in the waiting area planned by TIAC. Despite the fact that quarantine is still required, being able to meet the loved ones in person at the airport is enough to relieve the feeling of long-awaited absence. Many travelers have changed the date of their return upon learning of the new policy, as seeing their loved ones at the airport makes them feel more at home.

Half a month after the border lifting, on June 29, the single-day traffic volume of TTIA exceeded 10,000 for the first time since April 2020, which has had remarkable significance to the airport ever since the pandemic. TTIA will continue to optimize the service quality to welcome the dawn of aviation recovery together with the passengers.



備戰疫後商機

國籍航空新血新機啟航

Get Geared up for Post-Pandemic Business Opportunity
New Blood & New Aircraft of Taiwanese Airlines

航空業迎來復甦商機，國籍航空以招募新血、增班及添購新機來搶客；同時因應航空貨運時代來臨，亦調整客、貨運比例，提升整體營運效益。

重拾航空夢 人才培訓戰開打

過去兩年受 COVID-19 疫情影響，航空業面臨前所未有的衝擊，但人員的教育訓練卻從未間斷，優化服務品質做好準備迎接復飛新生態。隨著航空業漸露復甦曙光，國籍航空再次開缺，華航今年已完成修護員、設施、航務等工程師的擴大招募，也持續招攬優秀人才加入機師行列，今年預計晉用 150 名機師；長榮航空機師職缺亦全年接受報名；星宇航空以長期徵才計畫預先儲備客艙組員人力，並開徵培訓機務人員；台灣虎航則釋出培訓機師、正 / 副機師、CPL（Commercial Pilot License）商用機師及客艙組員等百名職缺招募訊息，客艙組員吸引了近 3,000 人踴躍報名。在生力軍加入後，將透過嚴實的培訓與實習計畫，培育新世代人才提供旅客最舒適的飛行體驗。



新機華麗啟航 點綴機場天空

為搶攻疫後商機，航空公司設法以最具競爭優勢的策略面對嶄新的未來。隨 A321neo 客機投入營運，華航今年將再引進 4 架新機，強化區域線航網；星宇航空的 2 架 A330neo 於 6 月啟航，投入臺北 - 曼谷及臺北 - 胡志明市航線，成為兩航線的主力機型，今年還要再交付 2 架 A330neo 及首架 A350 新機，將使航點規劃更完整齊全；台灣虎航則於 2021 年迎來國內第一架 A320neo，並計劃至 2027 年陸續把現有的 11 架 A320 替換成 15 架 A320neo，積極布局解封市場。逐漸增加的航班，將為臺灣天空增添絢麗斑斕的色彩。

看準全球航空貨運蓬勃發展趨勢，華航規劃今年第四季再引進 1 架高節油效能的 777F 貨機，屆時 747F 及 777F 整體貨機機隊可達 23 架，為強大的貨運機隊增添動能；長榮航空所添購 1 架 777F 貨機也預計於 2023 年底交機，加上自 2025 年起陸續改裝 3 架波音 777-300ER 為貨機，貨機機隊達 12 架，不僅提升貨運運能，更可彈性調整貨運航網，滿足新時代需求。

With the rising opportunities for business recovery, Taiwanese airlines are recruiting new blood, increasing flights, and purchasing new aircrafts to attract customers. Meanwhile, in response to the advent of the air cargo era, the ratio of passengers and cargo are adjusted to enhance the overall operational efficiency.

Resumption of aviation dream with a battle for hiring and training

In the past two years, the aviation industry has faced an unprecedented impact due to the COVID-19 epidemic. However, the training of personnel was not put on pause in order to optimize the quality of service in preparation for flight resumption. As the aviation industry is showing signs of recovery, Taiwanese airlines are now open for recruitment once again. China Airlines has expanded its recruiting of engineers for maintenance, facilities, and flight operations this year, and 150 pilots are expected to be hired as well. The pilot vacancy of EVA Air is also open for applications throughout the year. Besides, STARLUX Airlines has reserved manpower of cabin crew through a long-term talent recruitment plan, and is also recruiting maintenance personnel. Tigerair Taiwan has released recruitment information for more than 100 positions, including student pilots, captains, copilots, CPL commercial pilots and cabin crew, and it attracted nearly 3,000 applicants for cabin crew. With the joining of new talents, the new generation will be nurtured through a rigorous training and internship program to



▲ 國籍航空公司招募新血，為國門解封做好準備
Taiwanese airlines recruit new blood to prepare for the unblocking of the border.



▲ 國籍航空教育訓練從未間斷，隨時做好準備迎接疫後復甦
Taiwanese airlines keep implementing staff training and getting ready for recovery.

provide passengers with the most comfortable flying experience.

New aircrafts grace the skies of Taiwan

In order to capture the post-epidemic business opportunities, the airlines strive to face the upcoming future with the most competitive strategy. With the launch of the A321neo, China Airlines will introduce 4 more new aircrafts this year for the enhancement of its regional route network, while STARLUX Airlines's 2 A330neo launched in June for the routes of Taipei-Bangkok and Taipei-Ho Chi Minh City become the mainstay of both routes. This year, 2 more A330neo and the first new A350 will be delivered to increase the completion of the route planning. In the meantime, Tigerair Taiwan welcomed Taiwan's first A320neo in 2021, and plans to replace the existing 11 A320 with 15 A320neo by 2027, actively laying out the market. The increasing number of flights will, indeed, grace the skies of Taiwan.

In anticipation of the global air cargo blossom, China Airlines plans to introduce one more fuel-efficient 777F in the fourth quarter of this year, bringing the total fleet of 747F and 777F freighters to 23 by then, adding momentum to its strong cargo fleet. A 777F purchased by EVA Air is also expected to be delivered by the end of 2023. With 3 Boeing 777-300ERs will be converted into freighters from 2025, the fleet will reach 12 freighters, which will not only enhance cargo capacity but also allow flexible adjustment of cargo network to meet the needs of the new era.



疫後復甦 永續前行

桃機出席 ACI 亞太區理事會

Moving Forward with Sustainability
TTIA Attended ACI Pacific Board Meeting



機場公司總經理但昭璧（第2排左2）出席國際機場協會第33屆理事會，與各國代表分享機場業界發展趨勢。

TIAC CEO Dann Zhao-bi (second row, second from the left) attended 33rd ACI Asia-Pacific Board meeting to share the airport development tendency.

國際機場協會亞太區（ACI Asia-Pacific）第33屆理事會5月17日於新加坡舉行，機場公司總經理但昭璧以理事身分與會，與各國機場代表交換意見加強合作，共同迎接國際航空疫後復甦。

The 33rd ACI Asia-Pacific Board meeting was held in Singapore on May 17. Dann Zhao-bi, CEO of Taoyuan International Airport Corporation (TIAC), participated as a Board member to exchange strategies and enhance cooperation with representatives of airports in various countries to further usher in the recovery of international aviation.

抗疫前線 踏實新生活

疫情衝擊全球航空產業，雖然亞太區運量較疫情前恢復了30%，但各機場仍面臨許多挑戰，包括健康文件檢查、營運人力短缺及機場端 Covid 檢測等，理事會也表示將提供相關數據分析資料，協助各會員邁上恢復之路。

綠色樞紐 環保不輸陣

針對2050年淨零排放的目標，但昭璧與各會員分享桃園機場依據國際民航組織（ICAO）規範的碳排放計算經驗，並透過數位科技讓機場管理者更有效率地管理作業及調度資源，藉由推動智慧化機場實踐對地球的低碳承諾。

桃園機場公司積極參與國際會議，秉持信念持續努力，與各國機場交流最新發展策略與營運趨勢，攜手落實環境永續，以更優質的服務迎接疫後新氣象。



◀ 機場公司總經理但昭璧（中）與韓國機場公社、越南機場公司參與璀璨樟宜導覽活動
Dann Zhao-bi (middle), with representatives of Korea Airports Corporation and Airports Corporation of Vietnam joined the Jewel Changi Airport guided tour.

Frontline of anti-epidemic, solid new life

In recent years, the outbreak of the epidemic has hit the global aviation industry. Although traffic volumes in the Asia-Pacific region have recovered by 30% from pre-pandemic levels, airports still face many challenges. These difficulties include health document checks, human resource limitation and Covid test performed at the airport. The Board pointed out that necessary data analysis information will be provided to assist members on the road to business revival.

Green operation to protect the Earth

For the goal of net zero emissions by 2050, Dann Zhao-bi shared with members the TIAC's experience in calculating carbon emissions according to the International Civil Aviation Organization (ICAO) standards. Meanwhile, through digital technology, the management efficiency and the deployment of resources can be improved, leading to the practice of carbon reduction measures that can protect the earth.

TIAC works hard to join various international conferences and is committed to focusing on belief and continuous efforts. In addition to learning the latest development and operation trends from benchmarks, TIAC is also implementing environmental sustainability to meet the new outlook after the epidemic with better services.

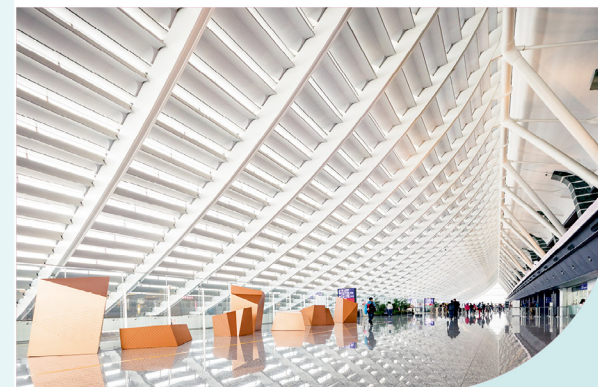
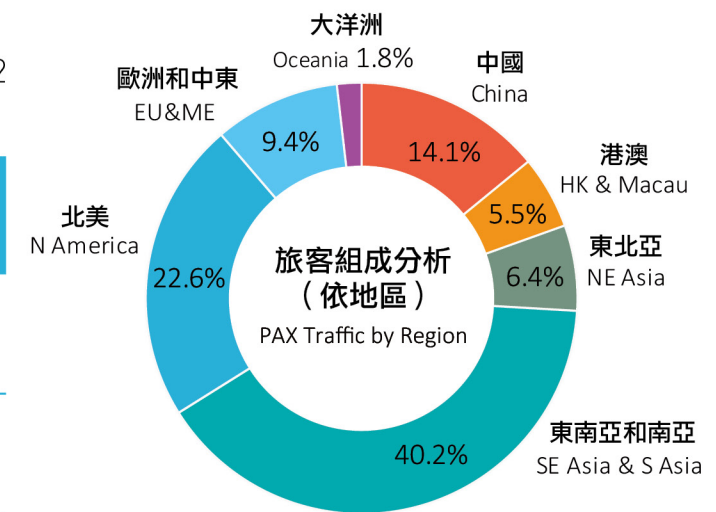
營運數據

桃園國際機場 2022 上半年一客運量持續回溫

Operational Statistics

Taiwan Taoyuan International Airport 2022 Q1-Q2
Passenger volume continues to recover

	2022.1 – 2022.6	去年同期 Same Period Last Year	成長率 Growth Rate
客運量 Passenger Volume	734,152	456,552	60.8%
貨運量 Air Cargo Volume	1,328,070	1,358,207	-2.2%



他山之石

亞太地區空運緩步回升

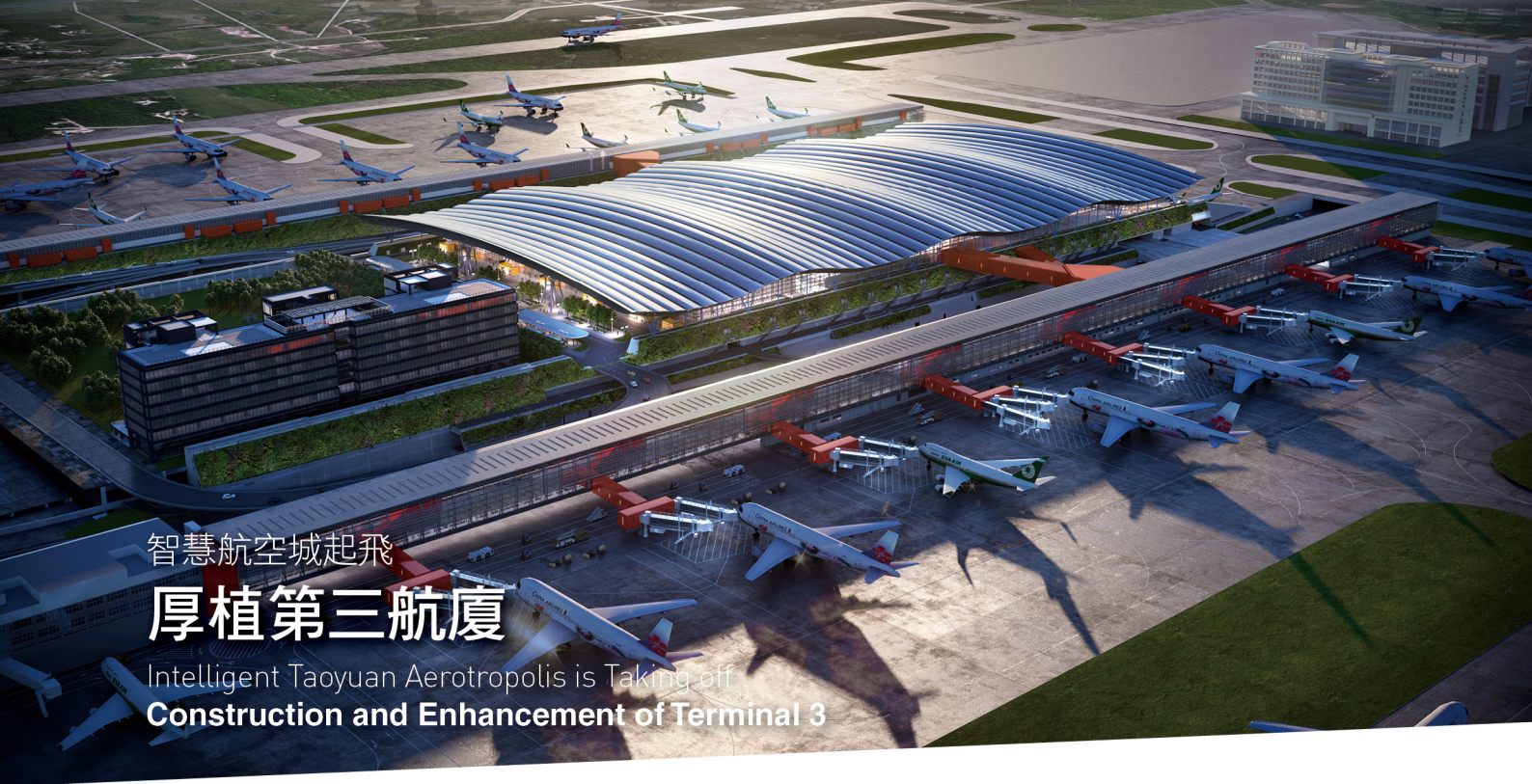
A Glimpse of the International Airports
Gradual Revival of Aviation in the Asia-Pacific Region

相較歐美地區航空旅運的熱絡，亞太地區仍在緩步回升，截至今年5月主要樞紐機場的平均運量僅為疫情爆發前（2019年）的10.24%。其中新加坡採取與病毒共存策略，去年已陸續逐步鬆綁，重新開放跨境旅遊讓航空公司開啟新航線服務，樟宜機場3月份旅客首度回到100萬人，今年前五月份機場旅運已達696萬人次。

泰國去年11月起也重新對國外旅客敞開大門，重啟觀光振興經濟，曼谷機場今年前五個月的運量已突破284萬人次。亞太地區的航空運輸正隨著疫情趨緩及疫苗覆蓋率提升逐漸回溫。

Compared to the boom in air travel in Europe and the US, the Asia-Pacific region is still picking up slowly, with the average traffic at major hub airports as of May this year only 10.24% of that before the outbreak of pandemic (2019). Singapore has adopted a strategy of coexistence with the virus and border controls have been gradually loosened since last year for airlines to open new routes. In March, Changi Airport returned to 1 million passengers and in the first five months of this year, passenger volume has reached 6.96 million.

Thailand has also reopened its gates to international travelers since November last year to revive its tourism economy, with Bangkok International Airport's traffic volume exceeding 2.84 million passengers in the first five months of this year. Air transportation in the Asia-Pacific region is gradually warming up as the epidemic eases and vaccination coverage increases.



智慧航空城起飛

厚植第三航廈

Intelligent Taoyuan Aerotropolis is Taking off
Construction and Enhancement of Terminal 3

桃園航空城是臺灣有史以來最大規模的國家級都市開發案，以桃園國際機場為核心，提升客貨運輸與運籌服務，吸引相關產業進駐，進而帶動區域發展，其中第三航廈及第三跑道建設計畫正如火如荼進行中。

艱困中前行 經費穩健獲撥補

受疫情影響，機場公司收入大幅減少，近3年累計虧損近113億元；去（2021）年在行政院跟交通部協助下，第三航站區工程邁入全面啟動階段，同時推動第三跑道及周邊滑行道系統等建設。基於第三航廈與第三跑道龐大的經濟及社會效益，機場公司請求政府增資協助，以利建設順利完成，行政院同意增資600億元並視運量回復狀況及桃園機場的營運滾動調整。

政委吳澤成、交長王國材親赴工區督陣

在「桃園航空城核心計畫」進入執行階段後，5月30日首次將「行政院推動桃園航空城核心計畫專案小組會議」移至現場召開，行政院吳澤成政務委員親赴第三



◀ 吳澤成政委於第三航廈工區聽取工程團隊簡報
Wu, Tse-cheng listened to the presentation of T3's construction progress.

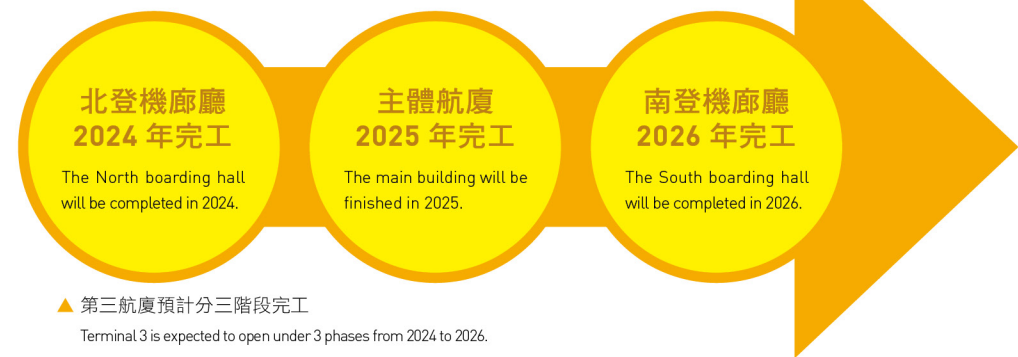
航廈工區聆聽施工問題與商討對策；6月22日交通部王國材部長亦親自前往視察，期許桃園機場成為世界頂尖機場，為臺灣國門帶來蛻變。

克服缺工缺料 穩步邁進

針對廠商因原物料成本飆升而承受缺工缺料壓力，機場公司在吳澤成政委建議下，成立快速付款專責單位與爭議處理小組協調溝通，減輕廠商營運管理壓力。董事長林國顯特別感謝行政院與交通部讓第三航廈工程順利進行，機場公司將繼續穩健推動，擴充營運量能，以提供更優質的服務，展現國門新氣象，實現桃園航空城藍圖，也帶動臺灣經濟及國際地位起飛。



◀ 機場公司董事長林國顯向吳澤成政委說明第三航廈建設執行情形
Lin, Kuo-shian explained the execution of T3's construction to Wu, Tse-cheng.



Taoyuan Aerotropolis is the largest national-level urban development project in Taiwan's history. It will attract related industries to move in and drive regional development through the passenger and cargo transportation and logistics services created by Taiwan Taoyuan International Airport (TTIA). Among the project, the construction of Terminal 3 and the third runway is in full swing.

Moving forward in the face of hardship

Affected by the epidemic, Taoyuan International Airport Corporation (TIAC)'s revenue has been greatly reduced, with a cumulative loss of nearly NT\$11.3 billion in the past three years. With the assistance of the Executive Yuan and the Ministry of Transportation and Communications (MOTC) in 2021, the Terminal 3 project was fully launched last year, and the construction of the third runway and the surrounding taxiway system were also promoted. Based on the huge economic and social benefits of Terminal 3 and the third runway, TIAC requested the government to increase the subsidy to facilitate the completion of the construction. The Executive Yuan has agreed to increase the subsidy by NT\$60 billion, which will be adjusted in the future depending on the recovery of traffic and the operation of TIAC.

Minister without Portfolio Wu, Tse-cheng and Minister of MOTC WANG, Kwo-tsai supervise the construction in person

After the "Taoyuan Aerotropolis Project" entered the implementation stage, the "Executive Yuan's Task Force Meeting to Promote the Taoyuan Aerotropolis Core Project" was moved to the site for the first time on May 30, and Minister without Portfolio, Wu Tse-cheng, visited the construction site to inspect the progress and discussed the solutions to challenges. Minister of MOTC, WANG, Kwo-tsai also inspected the construction in person, hoping that TTIA will become one of the world's top airports and bring transformation to Taiwan's national gate.

Overcoming challenges and making progress

In response to the pressure of both labor and material shortage, TIAC set up a special unit for quick payment and a dispute handling team to coordinate and communicate with the contractors under the suggestion of Wu, Tse-cheng, in order to reduce the stress of the contractors' operation and management. TIAC Chairman, Lin, Kuo-shian thanked the Executive Yuan and MOTC for allowing Terminal 3 to be promoted smoothly. The construction will continue to improve and expand operation capacity in an attempt to provide better services, realizing the blueprint of Taoyuan Aerotropolis, and driving Taiwan's economy and international status to take off.



▲ 交通部王國材部長至第三航廈工區視察，瞭解工程推動情形
Wang, Kwo-tsai inspected the construction progress of Terminal 3.

打造新國門的異鄉人

移工健康安全有保障

The New Gateway Builders

Ensuring the Health and Safety of Migrant Workforce



為加速推動桃園國際機場第三航廈工程，土建工程承商三星物產 / 榮工工程於去年底分批引進外籍移工，打造 4 公頃專屬宿舍區，除提供優質休閒空間外，並耗資千萬自韓國引進數位科技設置職安體驗館，導入 VR 虛擬實境技術與工地各式模擬場景，提升勞工職場安全知能，希望施工人員都能安全上工，使工程如質如期完成。

遠赴異鄉工作 安全有保障

位於移工宿舍生活園區的職安體驗館，包括 VR 虛擬實境、安全帶下墜、電氣安全、開口墜落、裝備作業、梯子翻覆、高空鷹架、安全通道、安全帽安全鞋撞擊、火災預防等 10 項體驗。

VR 虛擬實境參照工程現地狀況設置場景，當移工穿戴上頭戴式眼罩，藉由沉浸式體驗，彷彿正置身於高空鋼構施工場所，透過感受潛在危險，產生警惕作用；安全帶下墜體驗，則可瞭解高空作業不慎墜落時的反應。工程團隊以提升臨場感的職安體驗，將風險意識深植人心，提升教育訓練成效。



▲ 王國材部長穿戴防護設備，體驗逼真的安全訓練設施
Wang, Kwo-tsai wore protective equipment to experience safety training facility.



▲ 移工以兼具體溫量測功能的臉部辨識系統進行打卡
Migrant workers check in with a face recognition system that also measures body temperature.

第一次體驗 VR 設備的移工們都感到十分新奇，擬真的場景甚至讓他們心跳加速，直呼「Amazing」，也深有感觸地表示會落實各項職安規定，保障自己與同仁健康與安全。交通部王國材部長也實地穿上安全鞋體驗墜落物造成的衝擊感，肯定工程團隊為提升職場安全所作的教育規劃。

落實防疫 每日確認健康狀態

工程團隊除了強化移工職安意識，也把關防疫措施，每日施工前進行點名同時量測體溫，確認健康無虞後才出發到工地，進入工地前再以兼具體溫量測功能的臉部辨識系統進行打卡，透過雙重機制為移工健康狀態把關，守護勞工安全與身心健康。

To accelerate the construction of Terminal 3, the civil engineering contractor, Samsung C&T/RSEA Engineering, introduced migrant workers last year and created a 4 hectare dormitory area with leisure space. In addition, the construction team also spent tens of millions to bring in digital technology from South Korea to set up a Safety Training Center. With VR technology and various simulation scenes on the construction site, the center is expected to enhance the occupational safety awareness in the hope that the labourers can work under safe conditions so as to complete the project on schedule and with quality.



VR 虛擬實境讓體驗者彷彿置身於高空鋼構施工場所
VR's immersive experience makes the experienter feel like being in the high-altitude steelwork construction.

Working in a foreign country with safety guaranteed

The Safety Training Center, located in the migrant worker dormitory area, contains 10 safety training facilities including VR, safety belt, electrical safety, falling from height, machinery operations, ladder safety, scaffolding, safe passage, safety helmet and boots impact, and fire prevention.

The VR experience sets up scenes with reference to the on-site conditions. When the migrant workers put on the headset, the immersive experience makes them feel as if they are in a high-altitude steelwork construction, and creates vigilance by feeling the potential danger. The safety belt experience offers an understanding of the reaction when accidentally falling from a high-altitude operation. The construction team hopes that these facilities will help to enhance workers' safety awareness and elevate the effectiveness of education and training.

The migrant workers who experienced the VR equipment for the first time felt very novel, and the realistic scenes even made their heart beat faster, calling them "Amazing" and expressing that they would follow occupational safety regulations to protect their own health as well as the safety of their colleagues. The Minister of Ministry of Transportation and Communications(MOTC), Wang, Kwo-tsai, also put on the safety boots to experience the impact force of falling objects and affirmed the educational planning of the construction team to improve the workplace safety.

Daily confirmation of health status

In addition to strengthening the migrant workers' safety awareness, the construction team also implements epidemic prevention measures. The migrant workers have their body temperature taken before going to the construction site. The face recognition system with the function of body temperature measurement is also used for workers to check in before entering the construction site. The health status of migrant workers is protected through a double mechanism.



▲ 透過梯子體驗，可感受使用梯子時翻覆及墜落的危險性
The ladder safety facility enables workers to feel the hazards of falling off a ladder.

打通資訊任督二脈

數位轉型打造智慧機場

Make the Data Accessible

Building a Smart Airport with Digital Transformation



桃園機場公司積極打造智慧化機場，研發「航務管理暨航班輸運系統」（Flight Operation System, FOS）及建置「機場協同決策系統」（Airport-Collaborative Decision Making, A-CDM），推動數位轉型提升營運效率。

Taoyuan International Airport Corporation (TIAC) is actively building a smart airport by developing the Flight Operation System (FOS) and establishing the Airport-Collaborative Decision Making (A-CDM) system to promote digital transformation and enhance operational efficiency.

大數據加速轉型 FOS 系統獲國家專利

桃園機場自 2005 年起即開始籌畫整合航班、航管、機場設施等介面系統，透過長時間大數據分析及調整參數，依人員實際需求及現有場面管理機制進行設計，自主研發「航務管理暨航班輸運系統」，獲得「新型專利」、「發明專利」兩項國家專利認證。FOS 系統藉由串連民航局、各航空公司以及機場公司資料，提供即時資訊給航務管理人員，大幅提升空側管理效率。

以疫情前桃園機場平均每日起降航班超過 700 架次為例，遇上過年尖峰、颱風後疏運作業更多達近 850 架次，因應航班量增加，航務人員須提升週轉率以維持航機正常到離場作業。透過 FOS 系統，航管人員可於前一日進行預排，遇有異動或特殊航班，即可透過圖像化的介面快速進行調整。

建立智慧機場核心 A-CDM 系統提升決策效率

桃園機場有超過 320 個政府與企業駐場單位，資料庫串聯為一大挑戰，因此自 2016 年起，機場公司全力推動建置「機場協同決策系統」，最新版系統已於今年 4 月完成，將航機從入境到出境細分成 16 個里程碑，透過即時且透明的資料交換平臺，呈現各階

段作業進度，各單位可精準掌握航機各個軌跡節點，有效地做出正確的決策。

以 A-CDM 系統接獲航班延後起飛訊息為例，機場公司、航空公司即可通知旅客延後登機，減少等待時間；地勤公司亦可調整資源配置，若提早完成作業，可通知提早起飛或滑行，減少其他航機於地面等待或空中盤旋時間，避免旅客久候，提升服務品質。

而因應復甦的航班及航空公司停駐需求，桃園機場藉由導入智慧化管理，搭配總量管制措施，讓各單位能獲得即時又精準的航機資訊，以安全、有序的原則確保機場營運順暢，提供旅客更優質的服務。



▲ A-CDM 系統方便機場管理者、航管、地勤業者及航空公司作業時間緊密配合與協調

A-CDM facilitates the coordination between the departments of the airport management, air traffic control, ground handling operation and airlines.

A-CDM (Airport Collaborative Decision Making System)
機場協同整合決策系統

ADIP (Airport Digital Information Platform)
機場數位資訊整合平臺

FOS (Flight Operation System)
航務管理暨航班輸運系統

FIDS (Flight Information Display System)
航班資訊顯示系統

Big data accelerates transformation FOS receives national patent

Since 2005, TIAC has been planning to integrate the interface systems of flight, air traffic control, and airport facilities. Through long-term big data analysis and adjustment of parameters, the system, FOS, has been designed according to the actual needs and the field management mechanism and received two national patent certifications: "Utility Model Patent" and "Invention Patent". By linking the data of Civil Aeronautics Administration, airlines and TIAC, FOS provides real-time information to the aviation management staff and dramatically improves the efficiency of airside management.

For example, before the epidemic, the average number of flights landing and taking off at Taiwan Taoyuan International Airport (TTIA) was over 700 per day; during the peak of New Year and after the typhoon, the number was nearly 850. In response to the increase in the number of flights, the aviation management staff have to enhance the turnover to maintain operations of arrival and departure. With FOS, they can make pre-scheduling the day before, and in case of irregularities or special flights, adjustments can be made quickly through the graphical interface.

Building a core of smart airport A-CDM system enhances efficiency

There are more than 320 departments from government and enterprise stationed in TTIA, and the database linkage is a major challenge. Therefore, since 2016, TIAC has been promoting the establishment of the "A-CDM". The latest version of the system was completed in April of this year. It breaks down the flight from arrival to departure into 16 milestones and presents the progress of each stage through a real-time and transparent data exchange platform so that all units can accurately track each stage of the flight and make the right decision efficiently.

For example, if A-CDM system receives a message of delayed departure, TIAC and airlines can notify passengers of the delayed boarding to reduce waiting time; ground handling companies can also adjust resource allocation and if operations are completed, flights can takeoff or taxi early. Through the system of A-CDM, it will reduce the time aircrafts spend waiting on the ground or circling in the air, as well as avoid long waits for passengers and improve service quality.

In response to the parking demand for airlines, TIAC offers all units with real-time and accurate information by introducing intelligent management and following the principle of total volume control. TIAC will continue to ensure the smooth operation in a safe and orderly manner and provide better service to passengers.



▲ A-CDM 系統將航機從入境到出境分成 16 個里程碑
16 milestones of A-CDM system.

迎接第三航廈

機場滑行道更名 接軌國際

Ushering in Terminal 3
The Renaming of Taxiways

「塔臺，黃車 121 在 D2，請求 P-P10-N-N11 進入 23 右跑道」機場公司航務人員在聯合巡場前，透過無線電與塔臺確認路徑並請求進入場面許可，其中「P-P10-N-N11」代表著滑行道的名稱，也是空側工作人員的共同語言。

"Car 121 at D2, requesting P-P10-N-N11 to enter Runway 23 right." Before the joint patrol, the aviation management staff of Taoyuan International Airport Corporation (TIAC) confirmed the route with the tower via radio and requested permission to enter the runway, where "P-P10-N-N11" stands for the name of the taxiway in the common language of the airside operator.

全世界都看得懂的標示牌

若將機場跑道比喻為高速公路，滑行道就像交流道，擔負連接跑道與停機坪的重任。滑行道依據國際民航組織命名原則，與跑道平行的主滑行道，使用單一英文字母命名，與平行滑行道連接之滑行道則以平行滑行道名稱加數字命名。

滑行道更名作業 和時間賽跑

為接軌國際，桃園機場自一年前即開始規畫，並進行變動管理與模擬演練，4 月 21 日動員數十位工作人員、耗時 13 小時完成北場滑行道更名，將平行滑行道由兩個字母組成的「NC」、「NP」、「EC」改為單一字母「N」、「P」、「E」，藉由和國際標準同步，不但方便機師迅速辨識，也有利於地面作業單位的引導與判斷位置，更為未來投入營運的第三航廈做好準備，有助於推動第三跑道相關的跑滑道系統規劃。

A sign recognizable to the world

If an airport runway is compared to a highway, taxiways are like interchanges that serve to connect the runway to the parking apron. Taxiways are named according to ICAO's standards, with the main taxiway parallel to the runway using a single letter of the alphabet. In addition, taxiways connected to parallel taxiways are named by the name of the parallel taxiway plus a number of characters.

A race against time to rename the taxiway

In order to be in line with international standards, Taiwan Taoyuan International Airport (TTIA) initiated the planning a year ago and conducted the simulation exercises. On April 21, with dozens of workers and 13 hours, the renaming of the north taxiway was completed, changing the parallel taxiway from two letters "NC", "NP", and "EC" to a single letter "N", "P", and "E". Through synchronization with international standards, it is not only convenient for pilots to quickly identify the taxiway, but also conducive for ground operators to guide and judge the location, and prepare for the future operation of Terminal 3 and the third runway.

護國神犬大隊

愛吃貪玩立大功

The Nation Protector: the Heroic Dogs
Play Hard, Eat Hard; Comes with
Great Achievements

緝毒犬 Kitty 在例行稽查中沒有聞到毒品，領犬員將牠帶開時，突然轉身跑向另一邊的貨箱嗅聞，一屁股坐下，顯示聞到毒品反應，開箱後果然找到一罐大麻油。

Kitty, a drug detector dog, did not smell any drugs during a routine inspection. However, when the dog handler took her away, she suddenly turned around, ran to sniff another box on the other side, and sit down as an indicator of drug existence. After the box was opened, there was apparently a bottle of smuggled marijuana oil.

8 月 26 日為「國際狗狗日」，國家大門桃園機場也駐守著一群英勇的護國神犬，肩負著守護產業安全及國人健康的重責大任，在防堵非洲豬瘟及毒品危害功不可沒。動植物防檢局新竹分局配置 28 隻檢疫犬，關務署臺北關則有 11 隻緝毒犬，協助稽查行李及空運貨物是否夾藏水果肉類或藏匿毒品。

入選檢疫犬的頭號條件是「愛吃」，多以米格魯為主，利用其獵犬追蹤氣味的天性及愛吃的特性，訓練嗅出檢疫物，並給予餅乾作為獎賞；緝毒犬中心所培育拉不拉多幼犬的條件則是「貪玩」，經過挑選及嚴格訓練激發貪玩的天性，嗅出毒品後，領犬員會丟出玩具並與狗狗互動遊戲作為獎勵。

隨著航空業復甦，旅客出入境機場經常可看到狗狗勤奮工作的身影，穿著制服背心的狗狗代表正在值勤，時常會在旅客身邊打轉，提醒避免逗弄狗狗或要求合照，因為外來干擾容易使貪玩的狗狗分心而影響工作。

August 26 is International Dog Day and a group of heroic dogs are stationed at the Taiwan Taoyuan International Airport (TTIA) to protect the safety of the industry and the health of the nation, contributing to preventing African swine fever and drug hazards. The Hsinchu Branch of the Animal and Health Plant Health Inspection and Quarantine Bureau is equipped with



▲ 關務署緝毒犬培訓中心提供
Photo courtesy of Detector Dog Breeding and Training Center

28 quarantine detector dogs and the Taipei Customs has 11 drug detector dogs to assist in the inspection of baggage and air cargo for concealed fruit, meat and drugs.

The first criterion for selection as a quarantine detector dog is "fond of eating", mostly Miguel, who is trained to sniff out substances and rewarded with biscuits, using a nature of hound to track scents and the trait of a foodie. The condition of Labrador puppies bred by the Detector Dog Breeding and Training Center is "playful". They are selected and rigorously trained to stimulate a playful nature. After dogs sniff out drugs, the dog handler will throw a toy as an interactive game.

With the recovery of the aviation industry, passengers can often witness dogs working diligently in the airport. Dogs on duty will wear uniform vest and often wander around passengers. Kindly remind that it is recommended not to tease the dogs or ask for a photo because external interference may distract the playful dogs.



▲ 檢疫犬在專用跑步機上活動筋骨
A quarantine detector dog is trained on a dog treadmill.



呵護寶貝的神隊友

教保中心溫馨開幕

The Best Reliable Companion

The Grand Opening of the Educare Service Center

歷時一年多的規劃與籌備，桃園國際機場「愛兒寶教保中心」於 2022 年 8 月正式開班，在五彩養分球的愛心灌溉下，一棵棵小樹苗將健康地成長茁壯。

Following more than a year of planning and preparation, the "Taoyuan International Airport Educare Service Center" was officially opened in August 2022, where a sapling will grow and thrive under the irrigation of colorful nutrient balls.

「培育一個小孩，需要舉全村之力」

身為第一家同時設置「企業托嬰中心」與「職場互助教保服務中心」的國營企業，機場公司董事長林國顯以西方諺語 "It takes a village to raise a child." 期許桃園機場就如同一個 Airport village，機場公司會作為大家的最佳後盾，透過各單位的相互連結與合作，創造充滿愛與溫暖的氛圍，讓國門第一線的工作同仁能夠無後顧之憂地投入工作。

桃機貼心員工放心 落實 ESG 強化企業競爭力

機場公司積極打造幸福企業，建立員工歸屬感與凝聚力，吸引優秀人才加入機場團隊，交通部王國材

部長亦肯定機場公司響應政府 0-6 歲政府一起養的政策，為員工提供更多安心托育的選擇，讓孩子們在充滿愛與快樂的環境學習，呵護寶貝安心成長。

"It takes a village to raise a child"

As the first state-owned enterprise to set up both a "Kindergarten" and a "Educare Service Center", the Chairman of Taoyuan International Airport Corporation (TIAC), LIN, Kuo-shian, used the proverb "It takes a village to raise a child" to express his expectation that Taiwan Taoyuan International Airport serves as an Airport village. Through the interconnection and cooperation of all units, a loving and warm atmosphere for the front-line workers can be fostered so that employees can dedicate themselves to the work without any worries.

Caring for employees, implementation of ESG

TIAC is committed to cultivating a joyful workplace as it builds a sense of belonging and cohesiveness among its employees and attracts outstanding talents to join the team. The Minister of the Ministry of Transportation and Communications, WANG, Kwo-tsai, also affirmed that TIAC responds to the national child care policy for ages 0-6, and provides more options for employees regarding childcare. Therefore, children will learn and grow up in an environment full of love and happiness.

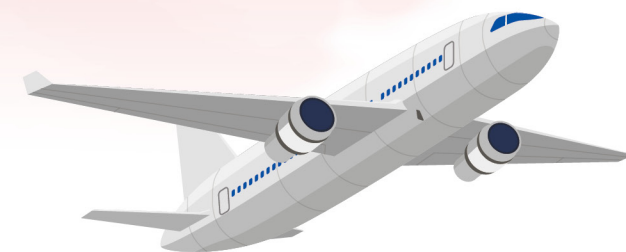


人物特寫

年度服務楷模

Feature Close-Ups

Service Models of the Year

防疫計程車
Epidemic-Prevention Taxi Driver

張官泰

Chang Guan-tai

視客如親 陪伴直到問題解決

Your problem is my problem, treating passengers as a family

在一次載運入境旅客的任務中，張官泰遇到車上乘客快到防疫旅館才知道熱水器壞掉無法入住而焦慮不已；一方面安撫旅客情緒，也保證會一直陪伴直到順利入住，猶如為旅客打了一劑強心針，舒緩了焦慮情緒，也讓旅客感動萬分。張官泰說，聽到旅客一句「辛苦了，謝謝您！」就是他繼續堅守的最大原動力。

During the task of transporting passengers, there was a passenger on the taxi extremely anxious upon arriving at the quarantine hotel because she just learned that the water heater had broken down and could not check in. While soothing the emotion of the passenger, Chang Guan-tai also assured that he would accompany her until the problem was solved. His words lifted the weight off her shoulders and served as a great relief. Chang said that hearing a "Thank you for your hard work." is the biggest motivation for him to continuously stay on duty.

良福保全
Liang Fu Security

池明玓

Chi Ming-hsien

無畏奉獻 暖男盼疫後復甦

Relentless dedication, the warm-hearted security hopes for recovery after epidemic

在桃園機場第二航廈總能望見池明玓忙碌的身影，無畏染疫風險維持入境旅客動線控管、協助旅客就醫等，除了盡忠職守完成工作任務外，不忘關心同仁身心狀況，提醒落實防疫措施，是大家眼中的暖男。池明玓期待著能早日揮別疫情陰霾，再次看到桃園機場門庭若市的景象。

In the Terminal 2 at Taiwan Taoyuan International Airport (TTIA), one can always see the busy figure of Chi Ming-Hsien, braving the risk of infection to maintain the movement of inbound passengers and assist passengers to seek medical treatment. Besides fulfilling the duties, Chi also cares about the physical and mental conditions of his colleagues and reminds them of implementing preventive measures. Not only is he looking forward to waving off the haze of the pandemic soon, he is also eager to witness the bustling scenes of TTIA in the near future.



木育森林

- The Wooderful Land -

登機門 C1
Gate

桃機有藝事 飄散國門香

Taoyuan Airport a Home for Art
Immerse in the Fragrance of Taiwan

臺灣原木香氣舒心怡人，
優游梅花鹿、臺灣黑熊之間，
醉心國門自然香，
森呼吸品味每段航程的回憶，
享受登機前的片刻寧靜，
再次踏上充滿期待的旅程，
重溫飛行的美好。

With refreshing and pleasant scent of Taiwan's woods,
Travel among Formosan sika deer and Formosan Black Bear,
And indulge your senses in the natural fragrance of "Breath Taiwan".
Take a deep breath, savor precious memories of every journey
And enjoy tranquil moment before boarding.
Once again, embarking on a journey full of expectations,
Reliving the beauty of flying.