MUC 22

BUILDING CONNECTIONS

Munich Airport

Integrated Report 2022

The sustainability strategy is made up of the core elements of «Material issues» of sustainable development, which are identified in the Materiality Analysis, and their implementation plan which is part of the sustainability program.

The holistic understanding of sustainability is driven by the application of a Balanced Business Model that integrates all three perspectives of sustainability. Every year, dedicated discussions are held to update the strategic sustainability program with the relevant units and assess achievement of targets.

Overall, FMG's sustainability strategy contributes to the global United Nations Sustainable Development Goals.

Target	Measure	End of measure	Status in %
Integration of sustainability criteria in controlling	Implementation concept for the identification and regular recording of control-relevant non-financial key figures, including their inclusion in the Group management framework	2022	100 (completed)
	Stronger implementation of relevant non-financial KPIs in the existing management tools of Group controlling	2024 (extended)	50
	Increased consideration of economic implications from sustainability effects in the context of economic feasibility studies (e.g. for construction projects)	2024	50
Implementation of the Sustainable Finance Strategy and its indications	Implementation of the EU Taxonomy Regulation, including examination of business activities for taxonomy eligibility and compliance, taking into account the technical assessment criteria	2026	10
	Review of advantageous financing options for investments related to the topic of sustainability, especially for process optimization, (energy) efficiency improvements, and digitalization	Ongoing	Ongoing
Updating the Group strategy	Concretization of Strategy 2030 into an implementation roadmap	Ongoing	Ongoing
	Quantification of Group targets and measures in the integrated strategy and planning process	Ongoing	Ongoing
	Continued development and expanded market access for subsidiary Munich Airport International GmbH through establishment of a regional office in the Asia/Pacific region	2022	100 (completed)
Reduction in personnel costs in the Group	Reduction of time credits, utilization of short-time work, and implementation of the emergency collective agreement	2023	80
Reinforcement of the Munich Airport Group's resilience to breakdowns in critical business processes	Implementation of a comprehensive business continuity management system in the Munich Airport Group	2024	25
Management of non-financial opportunities and risks and derivation of appropriate measures	Introduction of systematic processes for the specific identification, prioritization and management of non-financial opportunities and risks (e.g. climate-related risks)	Ongoing	Ongoing
	Investigations into the potential impact of extreme precipitation on Munich Airport, conducting calculations and expert assessments, as well as conceptual development of appropriate mitigation measures	2024 (extended)	65

Aviation development, safety and security

Target	Measure	End of measure	Status in %
Ensuring smooth and efficient air traffic	Provision of an Airport Operations Plan (as a KPI dashboard)	2023 (extended)	50
	Upgrade to more efficient passenger boarding bridges with presence detectors and LED lighting	2027	5
	Concept development for optimized capacity planning, punctuality and situational awareness of aircraft turnarounds	2023	10
	Prevention of possible bird collisions through sophisticated biotope management (for example, by taking into account the needs of rare meadow nesting birds/bird protection during renovations and construction work)	Ongoing	Ongoing

Digitalization

Target	Measure	End of measure	Status in %
Digitalization and personalization of the customer experience	Bundling of touch points for customers through airport and partner channels and optimization of personalized communication and offers	2026 (extended)	20
	Expansion of the digital gate announcement voice service in Terminal 1	2023	90
	Automated answering of inqueries via various channels and assurance of round-the-clock service through a chatbot	2024	35
Digitalization of the working environment	Introduction of modern office platforms (including Microsoft 365)	2024 (extended)	50
	Complete digitalization of the troubleshooting, repair, and maintenance of the technical systems on campus, including the use of digital devices	2023	70
	Process digitalization, optimization, and automation using Power Automate (esp. workflows) and Celonis (esp. process mining)	2024	10
	Further development of the Airport Community App, which provides relevant information in digital form for all target groups operating at the campus (regardless of whether they are airlines, airport operators, or handling agents)	Ongoing	Ongoing
	Introduction of digital IoT and AI services to optimize energy and load management	2025	25
Establishment of efficient data management	Ongoing development of digital channels to make the flow of information for customers and employees more secure and efficient	2025 (extended)	10
	Establishment of group-wide data management for current and future use cases (data analytics, machine learning, rapid prototyping)	2025	10

Sustainable infrastructure and construction projects

Target	Measure	End of measure	Status in %
Implementation of energy-efficient and sustainable building	Certification of selected sites according to the standards of the German Sustainable Building Council (DGNB), construction of selected buildings according to the Gold Standard	Ongoing	Ongoing
Demand-oriented and economic development of airport property	Further development of the LabCampus urban development concept and implementation of the LabCampus construction measures (Cluster 1)	2031 (extended)	25
	Procurement of affordable living space for employees in coordination with the municipalities of the region	2029 (extended)	5
Medium-term improvement of rail access	Development of an expanded ÜFEX concept for Munich Airport (Überregionaler Flughafen-Express)	2022	100 (completed)
	Concentration of ÜFEX concepts towards Nuremberg and Innsbruck	2026	30
	Analysis of the possibilities of integrating Munich Airport into the synchronized German railway timetable	2022	100 (completed)
	Implementation of preparatory steps for the integration of the airport into the synchronized German railroad timetable as part of a) the demand plan review for federal rail routes or b) the revision of the federal transport infrastructure plan	2023	10
Implementation of the electromobility strategy	Operation of the vehicle fleet with regenerative energy supply	2030	32
	Expansion of the charging infrastructure	2030	10

Customer orientation and service quality

Target	Measure	End of measure	Status in %
Assurance of quality and efficiency at the Munich Airport site	Integration of sustainability criteria in the selection of future tenants	2023	20
	Improved occupancy of space and streamlining and optimization of the center management portfolio	Ongoing	Ongoing
Introduction of autonomous technologies	Concept development for autonomous passenger boarding bridges throughout the campus	2023	10
	Implementation of the check-in concept Stage 1: autonomous bag drops in Terminal 1	2023	30
Stronger integration of sustainability in the field of airport advertising	Use of sustainable materials for the production of advertising spaces as well as regional production	2022	100 (completed)
	Reduction of waste products through greater use of digital advertising space, taking into account the high energy standard of digital advertising media	2023	50
Sustainable product range for customers	Expansion of sustainable services in the airport's portfolio of products and services	2023 (extended)	10

Sustainable use of resources

Target	Measure	End of measure	Status in %
Promotion of the circular economy	Business case: uncovering the potential of materials that can be reused or recycled according to the circular economy and that enable for savings	2022	100 (completed)
Plastic reduction	Development of a Group-wide concept for reducing the use of disposable plastics	2023 (extended)	10
Responsible use of drinking water	Increased use of service water instead of drinking water through the construction of service water wells	2025	66
Establishment, operation, and ongoing development of the environmental management system in accordance with EMAS and DIN EN ISO 14001	Control of the environmental management system in accordance with EMAS and DIN EN ISO 14001 (including the topics of noise and noise abatement, water, soil, air, nature, species and climate protection) for FMG, including the conducting of internal and external audits as well as recertification and revalidation every three years	Ongoing	Ongoing
Reduction of print products	Introduction of digital destination information (QR code), elimination of analog information stands	2023 (extended)	80

Greenhouse gas (CO$_2$) and air pollutant emissions

Target	Measure	End of measure	Status in %
Carbon-neutrality by 2030	Conversion of the exterior lighting and apron lighting to LED technology	2024 (extended)	90
	Optimization of energy efficiency in existing facilities	2025	53
	Green IT: New construction of a group data center including a concept for recovering waste heat	2025 (extended)	25
	Expansion of photovoltaic systems on building roofs and ground-mounted systems at and around the airport to 50 MWp	2029	2
	Operation of the vehicle fleet with regenerative energy supply	2030	32
	Implementation of the renewable energy concept 2030 with biogas joint venture, PV expansion, PPA projects, and geothermal energy	2030 (extended)	10
	Use of air curtains to reduce heat losses	Ongoing	Ongoing
	Continuous, gradual replacement of old motors with newer, more efficient motors for the baggage handling system	Ongoing	Ongoing
Implementation of climate protection measures with cooperative partners	Fitting of all positions near the building in Terminal 1 with Pre-Conditioned-Air (PCA)	2025 (extended)	10
	PCA systems: increase in utilization rate of T1 through scientific approach	2022	100 (completed)
	PCA systems: increase in utilization rate through adaptation of rules and regulations, process optimization and communication concept	2023	3
	Introduction of an incentive model in which the storage and throughput of sustainable aviation fuels is free of charge	2022	100 (completed)
	Marketing of the more climate-friendly «single engine taxiing» approach between runway and parking position through adaptation of the aeronautical handbook and communication concept	2025	3
Net Zero MUC 2050	Development of a «Net Zero MUC 2050» concept based on the ACI's Net Zero Carbon Initiative	2023 (extended)	90
	Implementation of the regional project «Climate Forest MUC» through forest transformation at various locations in Bavaria with a project duration of 30 years	Ongoing	Ongoing

Biodiversity

Target	Measure	End of measure	Status in %
Raise awareness of internal and external stakeholders regarding the issue of wildlife trafficking	Collaboration with external stakeholders on campus to develop a wildlife trafficking awareness campaign	2023 (extended)	10

Transparent corporate governance

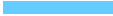| Target	Measure	End of measure	Status in %
Further development of the communication strategy	Implementation of a concept for communicating FMG's strategic realignment	2023 (extended)	60
	Integration of sustainability as a central component of the communication strategy	2023	100 (completed)
Creation of transparency and acceptance as well as ensuring a partnership-based dialog with all stakeholder groups of the company	Continued development of stakeholder dialog for statutory reporting requirements (Corporate Sustainability Reporting Directive)	2023 (extended)	30
Fulfilling Munich Airport's corporate responsibility	Involvement in local and regional projects, for example, by supporting cultural initiatives, sports clubs, and educational institutes	Ongoing	Ongoing
	Development of a catalog of criteria for sponsoring agreements	2023	100 (completed)
	Optimization of the sustainability dialog with the workforce through the new social intranet	2023	10
	Implementation of the «Environment Public Relations Concept»,for example publication of measurements results in real-time (noise and air), transparent and comprehensive information on environmental topics via the website, participation in «BayernTourNatur» and «Munich Night of the Environment», maintenance and updating of the «Environmental Cycle Route»	Ongoing	Ongoing
Establishment of sustainable marketing	Step-by-step transformation of aviation marketing to «sustainable marketing» in the dimensions of event marketing, online marketing, social media, advertising media, print media	Ongoing	Ongoing
Establishment of a Code of Conduct in the group	Implementation of the Code of Conduct in the group through training and increased internal communication	2022	100 (completed)
Establishment of a sustainable supply chain	Implementation of the requirements of the Supply Chain Due Diligence Act in the relevant procurement processes (integration of the Code of Conduct and the measures from risk management in the purchasing guideline and the purchase to pay process)	2023 (extended)	90
	Introduction of sustainability criteria in evaluation processes and annual meetings with strategic suppliers	2024	0
	Introduction of mandatory targets regarding the consideration of sustainability aspects in the contract award criteria in the tendering process for defined product groups	2024	0
Identification of the role of the airport in dealing with human rights issues	Awareness-raising measures among the workforce, e.g. regarding topics like human trafficking	2023 (extended)	10

Occupational health and safety

Target	Measure	End of measure	Status in %
Identification and assessment of mental health	Determination of mental stress and definition of suitable measures to reduce it	2022	100 (completed)
Maintaining the employability of personnel	Re-launch of Health Lounge AeroGround model project	2023	25
Integration of occupational health and safety into management processes	Implementation of additional management-relevant key figures, design and introduction of a new reporting system	2023 (extended)	100 (completed)
Use of automation processes to optimize occupational safety	Robotics: Development of a concept for the automation of processes in the ground handling service, in cooperation with the Fraunhofer Institut	2026 (extended)	30
Improvement of occupational safety	Implementation of a project to raise awareness of behavioral occupational safety	2024	10
	Procurement of occupational safety clothing and personal protective equipment including optimization of the procurement process	2024	10
	Procurement of security guard and operational clothing with reduced thermal load for the airport fire department	2023 (extended)	95

Attractive employer

Target	Measure	End of measure	Status in %
Strengthening of employer attractiveness – internally (employee retention) and externally (employer marketing)	Modernization and reorganization of the job evaluation and remuneration system for non-tariff employees	2024	50
	Strengthening of the employer image in the region and nationwide	2025	20
	Optimization of employment conditions, for example, through relief measures and attractive employee benefits	2023	30
	Revision of the corporate learning strategy	2024	10
Employee awareness for integration of sustainability in the workplace	Promotion of sustainable behavior among the workforce (e.g. formation of car pools or use of local public transport, reduction of paper consumption, waste separation)	2024	10
Increase in the quality of leadership	Development and implementation of training modules on the subject of «Leadership in crisis»	2022	100 (completed)
	Establishment of a regular management dialog	2022	100 (completed)
	Continuation of regular management dialogs and derivation of corresponding measures for the targeted and needs-oriented development of competencies	Ongoing	Ongoing
	Development of a new leadership model for new managers	2023	100 (completed)
	Development of an onboarding program for new managers	2023	100 (completed)
	Development and establishment of a new qualification program for managers	2024 (extended)	60
Restructuring of the Group's in-house training center	Redesign of the Airport Academy on the LabCampus	2023 (extended)	100 (completed)
Qualitative and quantitative matching of employee requirements	Employee development through digital content and targeted development programs	2024	50
	Establishment of succession management for positions and areas of need (e.g. training/dual studies, trainee program, university interns, succession management for specialists)	2025	20
Better organization and marketing of idea management	Use of a digital platform on which Group employees can make suggestions for improvements in all areas of the company	Ongoing	Ongoing

Attractive employer

Target	Measure	End of measure	Status in %
Establishment of diversity management	Development of measures similar to the various aspects of diversity set out in the Diversity Charter	2023 (extended)	50
	Equal participation of all genders in management positions in the Munich Airport Group as defined in the objectives of the Group management report	2024	50

Noise emissions and noise control

Target	Measure	End of measure	Status in %
Reduction and monitoring of noise pollution from air traffic	Handling of the noise reduction measures falling within the responsibility of FMG as outlined in the noise action plan of the Government of Upper Bavaria for Munich Airport, in collaboration with the relevant stakeholders	Ongoing	Ongoing
	Aircraft noise monitoring (stationary and mobile) in the airport region using innovative technology and the associated communication in real time and online	Ongoing	Ongoing