

Sustainability program 2019



















Thinking for the long term, acting responsibly,
creating transparency in communications: Munich Airport prepares a report on its efforts
in the field of sustainability in accordance with the highest standards.

The sustainability program is a Group-wide program that provides the road map for sustainable development at FMG. The main objectives of the Strategy 2025 are broken down into individual initiatives and measures in the sustainability program.














Members of top management take responsibility for the initiatives in their division, while members of middle management are responsible for implementing the associated measures. Every year, dedicated discussions are held to determine qualitative and quantitative criteria for measur-

ing target achievement. The targets form part of the performance-oriented remuneration for managers. Together, the strategy team and the managers assess the effectiveness of the individual initiatives and measures, and the degree to which they have been implemented.














Material topics	Initiatives	Measures	Status 2019	Measure ends
Company and management				
Compliance and corporate governance  	Targeted development and support of innovations with the support of all Group units	Development of innovations with the support of all Group units during market research and trend observation, evaluation and selection, as well as initiation and realization of ideas	Ongoing	Ongoing
	Examination of human rights issues as part of the national action plan for business and human rights	Risk analysis and process evaluation	60% 	2020
Digitalization  	Campus mobility	Booking of service vehicles via app	100% 	2019 (completed)
	Digital offers for customers	Development of new digital products and services (for example, further development of the Passngr app, implementation of products, further development of the Wi-Fi portal)	Ongoing	2025
	Future MAI IT	Adaptation of IT landscape to meet the international mobility needs of MAI consultants	25% 	2020
Infrastructure development and sustainable building   	Implementing energy-efficient and sustainable construction	Certifying selected buildings according to the standards of the German Sustainable Building Council (DGNB)	Ongoing	Ongoing
		Planning of Node West O	50% 	2021
	Demand-oriented and economic development of airport real estate	Procurement of affordable living space for FMG employees in coordination with the municipalities of the region	Ongoing	2025
		Development of AirSite West and the northern development zone	60% 	2021
	Opening up new business units	Further development of the urban concept, LabCampus, and implementation of the LabCampus construction works (for example Airport Academy)	Ongoing	2025
Green IT	New construction of a Group computer center taking carbon neutrality into consideration	30% 	2022 (extended) ¹	
Customer focus  	Ensuring the necessary quality and efficiency at the Munich Airport site	Developing, operating, monitoring, and coordinating the Group-wide continuous improvement process (passenger satisfaction data, ASQ, dialog management, etc.)	Ongoing	Ongoing
		Continuing and developing the quality and service offensive (5-star program)	Ongoing	Ongoing
	Providing systems and technology to safeguard operations and future traffic trends	Design and realization of new technologies for passenger information	35% 	2022 (extended) ²
	Tailor-made training courses and workshops on the subject of service and hospitality	Campus-wide workshops on verbal and nonverbal communication (body language), uniform service training on the campus	Ongoing	Ongoing

¹ The measure is expected to be completed by 2022 owing to delays in construction.







² The measure was extended to 2022 because of the additional time needed to fulfill all of the basic organizational requirements needed to implement the concept.














Material topics	Initiatives	Measures	Status 2019	Measure ends
Landside access and traffic development 	Improving rail access over the medium term	Supporting the planning approval process for the Erding ring closure (airport-Erding)	100% 	2020 (completed early)
		Erding ring closure: constructing first section to Schwaig	Ongoing	2021
		Supporting the «Walpertskirchener Spange» project (planning approval process was initiated in March 2019)	Needs-based	2026
Air traffic development 	Participation in international air traffic programs, as well as the provision of aviation infrastructure to ensure traffic safety and growth in traffic in the bottleneck	Creation of a ground coordinator concept within the framework of the SESAR project (Single European Sky ATM Research)	100% 	2019 (completed)
		Safeguarding Munich as an aviation location into the future	Efficient slot usage by increasing the number of passengers per flight	Ongoing
Off-campus growth  	Internationalization	Establishment of a company in the USA	100% 	2019 (completed)
		Restructuring and organizational development	Establishment of a process management system to standardize and optimize processes and procedures, as well as for quality assurance	50% 
Security and safety in aviation   	Provision of aviation infrastructure to ensure traffic safety and growth in traffic in the bottleneck	Participation in research activities within the airport consortium SEAC 2020	Ongoing	Ongoing
		Assurance and continuous improvement of safety and EASA compliance through operation of a safety management system	Ongoing	Ongoing
	Keeping the bird strike rate to a minimum	Preventing potential collisions using sophisticated biotope management, for example by adjusting the mowing plan	Ongoing	Ongoing
		Optimization of internal systems	Implementation of a full-scale exercise with numerous divisions of the FMG Group, Airport Rescue and Firefighting, Lufthansa, public aid organizations, as well as police and security authorities	100% 
Linking transportation operators (seamless travel) 	Smart campus mobility	Establishment of structures to create networked campus mobility	Ongoing	Ongoing

³ The measure was extended to 2020 owing to delays over the course of the project.

Material topics	Initiatives	Measures	Status 2019	Measure ends
Employees and society				
Occupational health and safety and health protection⁴ 	Optimizing occupational health and safety	Design of a Group-wide program of measures for systematically assessing risks presented by hazardous substances [EMKG, Federal Institute for Occupational Safety and Health]	100% 	2019 [completed]
		Establishing a central staff qualification management structure, for instance designing training measures for foreign assignments, designing online training modules for safety instructions	100% 	2019 [completed]
		Robotics: Development of a concept for the automation of processes in the ground handling service, in cooperation with Fraunhofer Institut	10% 	2020
	Developing occupational safety management	Introducing a process for recording and assessing employee satisfaction related to occupational health and safety	10% 	2020
	Making workstations more ergonomic by using innovative technology	Using innovative lifting aids in the baggage transportation system in Terminal 1	100% 	2020 [completed early]
	Integration of occupational health and safety into management processes	Implementation of additional key management figures, design and rollout of new reporting	60% 	2020
	Increasing efficiency	Maintaining employability of workforce by ensuring healthy working conditions and health services; restoration of employability for employees suffering from long-term illnesses; preventative occupational medicine, healthy workplace models and ergonomics advisory services, extension of the musculoskeletal program, redesign of canteens, and continuous improvement of employee catering; Health Lounge AeroGround as a model project	Ongoing	Ongoing
Employee training and recruitment				
 	Covering the employee requirement qualitatively and quantitatively	Creation of succession programs and contemporary, requirements-oriented vocational training	Ongoing	Ongoing
	Future program: Demographics	Medium-term management of future personnel requirements and derivation of suitable measures, taking into consideration the potential from digitalization and process optimization, in order to remain successful and efficient despite a shortage of managers and demographics-related retirements	Ongoing	Ongoing
	Employer marketing	Use of new formats in HR marketing, for example better addressing of candidates and target group-specific recruitment campaigns	Ongoing	Ongoing
Training and skills management				
	Refocusing the Group's in-house professional development center	Redesigning the Airport Academy at Airsite West	60% 	2020
Employee satisfaction				
 	Increasing employer attractiveness internally and externally	Strengthening employee retention (for example, through targeted internal and external communication and events for Group employees)	Ongoing	Ongoing
		Performing employee surveys and ensuring improvement measures	Ongoing	Ongoing
	Ensuring excellent leadership	Development of new training models for the Leadership Excellence Program	Ongoing	Ongoing

⁴ For the key topic of «occupational health and safety and health protection», a detailed measures program will also be published in the «Occupational health and safety, occupational medicine, and health management» annual report.

Material topics	Initiatives	Measures	Status 2019	Measure ends
Generational change 	Future program: Demographics	Support for cross-generational knowledge transfer through duplication of posts, training opportunities for employees with different levels of digital affinity	Ongoing	Ongoing
Equal opportunities and cultural diversity 	Covering the employee requirement qualitatively and quantitatively	Equal participation of men and women in management positions within the Munich Airport Group	Ongoing	Ongoing
Bilateral communication with social stakeholder groups  	Intensifying external communication	Maintaining the increased levels of PR work in Munich	Ongoing	2025
	Exchanges with interest groups in the aviation industry	Lobbying of the German Airports Association (ADV), the German Aviation Association (BDL), and the Airports Council International (ACI); collaboration with ACI Europe as an example: actively contributing to the ACI sustainability strategy	Ongoing	2025
	Solidifying engagement in local politics	Speaking personally to local and political representatives in the airport region	Ongoing	Ongoing
	Continuing to make sustainability and carbon-neutrality communication priorities	Conducting PR work to clarify the sustainability strategy	Ongoing	Ongoing
	Maintaining and intensifying regional dialog through regular discussions with stakeholder groups	Preparing and hosting the regional reception Preparing and hosting information events for associations and stakeholders	Ongoing	Ongoing
	Helping to shape the legal framework conditions	Regular publication of political letters [topics, backgrounds]	Ongoing	Ongoing
	Updating the Group strategy	Organization and convening of parliamentary evenings Reinforcing communication of the Group strategy 2025	Ongoing	Ongoing
Sustainable procurement 	Enhancing strategy development and sustainability management	Continuing to integrate sustainability criteria into supplier management	Ongoing	Ongoing
	Creating transparent supplier and service relationships in the region	Providing information for suppliers/service providers [for example, creating information fliers for potential suppliers and service providers from the region] Recording and publishing details of FMG sales in the region	Ongoing	Ongoing
Collaborating with regional partners 	Accepting social responsibility in the non-profit sector [regional support in the areas of sport, social affairs, culture, education, and nature]	Continuing existing sponsorship agreements, examining new project requests on the basis of the FMG sponsorship principles and continuing intensive dialog with the sponsorship partners	Ongoing	Ongoing

Material topics	Initiatives	Measures	Status 2019	Measure ends
Environmental and climate protection⁵				
Biodiversity 	Establishing and developing environmental management	Developing and implementing a voluntary butterfly project within the framework of the Bavarian Environmental Pact [developing and implementing species protection measures for selected butterfly species on FMG areas]	100% 	2020 [completed early]
		Implementing measures from the «environmental protection public concept», for example, reports on mobile measurement campaigns (noise and air), publication of brochures on environmental topics, as well as participation in events such as BayernTourNatur and Münchner Nacht der Umwelt	Ongoing	Ongoing
Noise emissions and noise control 	Accepting responsibility for pollution resulting from air traffic	Designing and enhancing a noise protection strategy [active noise protection, flying procedures e.g. CDO, flight paths, landing charges, passive noise protection, noise protection programs]	Ongoing	Ongoing
Sustainable use of resources 	Establishing and developing environmental management	Recertifying FMG according to EMAS and DIN EN ISO 14001	Ongoing	Ongoing
Greenhouse gas (CO₂) and air pollutant emissions  	Using renewable energy	Procurement of green electricity for customers in Scope 3	50% 	2020
		Expansion of photovoltaic systems at Munich Airport	50% 	2020
	Becoming carbon-neutral by 2030	Developing a concept to make more use of renewable energy from photovoltaic systems	100% 	2019 [completed]
		E-mobility: Expanding charging infrastructure and procuring more electric vehicles	100% 	2019 [completed]
		Improving energy efficiency in existing stock	50% 	2025
	Developing a sustainable airport	Converting the external lighting and apron lighting to LED technology	85% 	2022
Conceptual design of the Net Zero Carbon Initiative of the ACI		35% 	2021	

⁵ For the «Environmental and climate protection» outlook, a detailed environmental program will be published in the annual environmental statement within the framework of the environmental management system according to EMAS-VO and DIN EN ISO 14001t.