

Sustainability program 2020

Think long-term, communicate transparently, act responsibly: Munich Airport prepares a report on its efforts in the field of sustainability in accordance with the highest standards.

➔ bericht2019.munich-airport.de/nachhaltige-entwicklung/wesentliche-themen.html

➔ sdgs.un.org

➔ aci-europe.org

The sustainability strategy of Munich Airport 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 strategic sustainability program. The sustainability program specifies the primary focus areas defined in the Strategy 2025 in terms of targets and actions throughout the Group.

The Sustainability program 2020 was expanded to include the contents of the ACI (Airports Council International)¹ sustainability strategy. For this purpose, the «Material issues» of

FMG were merged with the focus areas of ACI. Existing topics have been updated, expanded and in some cases combined². FMG's sustainability strategy contributes to the United Nations Sustainable Development Goals. The holistic understanding of sustainability is expressed in concrete terms through the application of a Balanced Business Model, which integrates the three perspectives of sustainability: economy, ecology and social issues. The strategic sustainability program is updated and the achievement of the targets is also evaluated as part of annual performance reviews with managers.

ACI focus area	Target	Measure	Measure ends	Status
Balanced Business Model	Greater consideration of non-financial key figures	Implementation concept for the identification and regular recording of control-relevant non-financial key figures	2022	15% 
		Stronger implementation of relevant non-financial KPIs in the existing management tools of Group controlling [e.g. reporting]	2022	10% 
	Optimized comparability of non-financial and key financial figures	Development or application of methods for calculating/measuring non-financial and financial KPI values	Ongoing	Ongoing
	Updating the Group strategy	Converting the Strategy 2030 into an implementation roadmap including the quantification of measures [KPIs]	Ongoing	Ongoing

¹ Sustainability Strategy for Airports for download: <https://bit.ly/3elwr9g>

² The published materiality matrix is based on the terms used in the 2019 strategic program.



Economic resilience

ACI focus area	Target	Measure	Measure ends	Status
Economic Development	Streamlining the organizational structure	Implementation of various organizational projects to create more efficient and crisis-adapted organizational structures	2021	30%
	Reduction in personnel costs in the Group	Reduction in overtime and reduced working hours (until end of 2021) and emergency collective agreement	2023	50%
	Adjustment of personnel capacity to lower personnel requirements	Develop highly socially responsible measures, such as early retirement schemes or volunteer program	2021	40%



Corporate governance and business ethics

ACI focus area	Target	Measure	Measure ends	Status	
Human Rights, Values & Ethics, Sustainable Supply Chain	Examination of human rights issues as part of the national action plan for business and human rights	Completion of risk analysis and process definition, implementation of individual measures and initialization of others [e.g. raising awareness levels]	2022 [extended]	80% 	
	Identification of the role of the airport in dealing with human rights issues	Analysis: Awareness-raising measures among the workforce, e.g. regarding human trafficking	2022	0% 	
	Creation of a Code of Conduct	Review of compliance guidelines and creation of a Code of Conduct		2022	0%
			Implementation concept for the integration of the Code of Conduct and the measures from risk management in the purchasing guideline and the purchase-to-pay process	2022	10%
	Transparent communication regarding supply and service relationships in the region	Inform suppliers/service providers [e.g. through information events for potential suppliers from the region]	Ongoing	Ongoing	
		Recording and publishing details of FMG sales in the region	Ongoing	Ongoing	
Integration of sustainability issues in risk management	Introduction of systematic processes for the specific identification, prioritization and management of non-financial opportunities and risks [e.g. climate-related risks]	Ongoing	Ongoing		



Aviation development, safety and security

ACI focus area	Target	Measure	Measure ends	Status
Economic Development, Quality of Service & Passenger Experience	Ensuring smooth and efficient air traffic	Provision of aviation infrastructure to safely handle traffic and ensure traffic growth and participation in research activities within the airport consortium «SEAC 2020»	Ongoing	Ongoing
		Further development of the Airport Community App, which provides relevant information in digital form for all target groups operating at the campus [e.g. airlines, airport, authorities, handlers]	Ongoing	Ongoing
		Use of the current lower traffic figures to carry out renovation work on the runways in the most resource-efficient way possible and with the least possible disruption of air traffic	2021	25%
	Further development and digitalization of passenger flow management	Best possible use of the current IT infrastructure to ensure efficient passenger flow management	2024	20%
	Best possible control of the overall airport system	Provision of an Airport Operations Plan [as a KPI dashboard] within the scope of the SESAR deployment	2021	35%
	Permanent safeguarding of Munich as an aviation location	Sustainable reconstruction of air traffic at the location after the Corona crisis and safeguarding the hub function to maintain connectivity for the Munich economic region	Ongoing	Ongoing
		Efficient use of resources and further development of the site along the SESAR guidelines	Ongoing	Ongoing
		Support of the Fraunhofer Institute in a study on the impact of the Corona pandemic on air traffic	2020	100%
	Ensuring safety management and fulfillment of EASA compliance	Continuous improvement of safety and EASA compliance through the operation of a safety management system	Ongoing	Ongoing
	Reduction in the rate of bird strikes	Prevention of potential bird strikes through professional biotope management [for example, through an adapted mowing concept]	Ongoing	Ongoing



Digitalization

ACI focus area	Target	Measure	Measure ends	Status
Quality of Service & Passenger Experience	Implementation of digital products for end customers	Development of new digital products, services (e.g. further development of Passngr app and WiFi portal)	Ongoing	Ongoing
	Further development of digitalization – channel and customer-focused	Development of a better understanding of customer requirements (B2C, B2B and B2E) for the creation of digital products and services	2023	25%
		Ongoing development of digital channels to make the flow of information for customers and employees more secure and efficient	2022	10%
	Acceleration of maintenance processes and optimization of travel times	Complete digitization of the troubleshooting, repair and maintenance of the technical systems on campus including the use of digital end devices	2023	25%
	Prevention of media discontinuity and inefficiency through conversion to digital processes	Development of an integrated solution for mapping workflows including interfaces to existing systems in order to ensure faster throughput times, fewer errors and reduced manual effort when processing tasks	2025	5%
	Easier use and faster exchange of data available in the Group	Establishment of a group-wide data management system in order to make numerous data sources usable in a quality-assured manner and in compliance with the legal framework for current and future use cases (data analysis, machine learning, fast prototypes)	2025	5%
	Digitalization of the working environment	Adaptation of the IT landscape to the needs of international mobility, collaboration with international customers at international locations and digitalization of business processes	2021	60%



Infrastructure development and sustainable building

ACI focus area	Target	Measure	Measure ends	Status
Material Resources	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
		Implementation of life cycle cost analysis for new buildings using Legep Software	2026	0%
		Creation of a database of measures with a high savings potential	2026	0%
	Demand-oriented and economic development of the airport property	Commissioning of the West O traffic junction	2020	100%
		Procurement of affordable living space for employees in coordination with the municipalities of the region	2025	50% [suspended due to Corona]
		Development of AirSite West and the northern development zone	2021	98%
		Further development of the urban development concept and implementation of the LabCampus construction measures (e.g. Airport Academy)	Ongoing	Ongoing



Customer focus and product quality

ACI focus area	Target	Measure	Measure ends	Status
Quality of Service & Passenger Experience	Ensuring the necessary quality and efficiency at the Munich Airport site	Further development, operation and monitoring of 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
		Improved occupancy of space and streamlining and optimization of the center management portfolio	Ongoing	Ongoing
		Stronger integration of sustainability criteria in the selection of potential tenants	Ongoing	Ongoing
		Uniform service training on campus, development of customized workshops to optimize «Service and Hospitality».	Ongoing	Ongoing
	Provision of systems and technologies for safeguarding operations as well as future traffic development	Design and realization of new technologies for passenger information	2022 (extended)	35%  [suspended due to Corona]
	Stronger integration of sustainability in the field of advertising	Use of sustainable materials for the production of advertising space as well as regional production (reduce shipping), use of air-filtering advertising space on giant posters, reuse and recycling of transparencies and tarpaulins as well as carbon offsetting as part of the product range	Ongoing	Ongoing
		Reduction of waste products through greater use of digital advertising space, taking into account the high energy standard of digital advertising media	Ongoing	Ongoing
	Sustainable product range for customers	Introduction of a license plate recognition system (especially at approaches), advancement of contact-free payment and possibility of credit card payment at parking garage entrances and exits	Ongoing	Ongoing
		Expansion of sustainable services in the airport's portfolio of products and services	2022	5%  [suspended due to Corona]
Implementation of stricter health standards in quality management	Successful participation in ACI Airport Health Accreditation	2020	100% 	
	Integration of optimized hygiene measures (e.g. on-site checks) in the ongoing improvement process	Ongoing	Ongoing	



Landside access and intermodality

ACI focus area	Target	Measure	Measure ends	Status
Intermodality	Medium-term improvement of rail access	Erdinger Ringschluss: Completion of first subproject – Munich Airport tunnel	2021	90%
		Erdinger Ringschluss: Completion of second subproject – construction of section up to Schwaigerloh	2025	30%
		Need-based support for the ABS 38 project (Munich-Mühldorf-Freilassing-Salzburg expansion), including the Walpertskirchener Spange subproject, to be expedited in accordance with needs	Ongoing	Ongoing
		Improving interregional rail connections by developing an expanded ÜFEX concept for Munich Airport	Ongoing	Ongoing
		Analysis of the possibilities of integrating Munich Airport into the synchronized German railway timetable	2022	40%
	Smart campus mobility	Establishment of structures to create a networked campus-mobility	Ongoing	Ongoing
		Provision of areas for autonomous parking in order to save time, optimize parking spaces and shorten travel times	Ongoing	Ongoing
		Reduction of CO ₂ emissions from vehicles through optimized traffic routing including optimized parking space utilization	Ongoing	Ongoing



Off-campus growth and development of new business fields

ACI focus area	Target	Measure	Measure ends	Status	
Economic Development	Process optimization	Standardization and optimization of process flows, development of process management and implementation of quality assurance measures	2022	50% 	
	Development and support of innovations	Driving forward innovation by supporting all Group units in market research and trend monitoring, evaluation and selection, as well as initiation and implementation of ideas	Ongoing	Ongoing	
	Development of a strategic position on innovative air transport modes	Strategic positioning and support for the creation of the legal framework for drones and autonomous aircraft	Ongoing	Ongoing	
	Strategic portfolio expansion	Post-merger integration of amd.sigma GmbH		2020	100%
		Establishment of a research and development unit including new business development		2020	100%
	Expanded market access	Evaluation and establishment of regional offices and decentralized project/operating sites		2022	50%



Sustainable destination management and marketing

ACI focus area	Target	Measure	Measure ends	Status
Sustainable Destination	Development of a Sustainable Destination Action Plan for ACI Europe	Scientific preparation of the topic and final definition of a Sustainable Destination Action Plan	2020	100%
	Reduction of print products (paper and printing)	Introduction of digital destination information (QR code), elimination of the analog information stands in Terminal 1	2022	25%
	Development and strengthening of sustainable partnerships	Expansion of bilateral cooperation with tourism partners who deal intensively with the topic of sustainability	Ongoing	Ongoing
		Raising awareness among tourism partners on the subject of sustainability	Ongoing	Ongoing
Raising awareness through sustainable social media activities	Introduction of sustainable tourism providers; contribution to equalization of tourism forms through promotion of lesser-known attractions; increased storytelling of sustainable topics, e.g. through brand ambassadors of Munich Tourism and Bavarian Tourism Marketing	Ongoing	Ongoing	



Responsible use of resources

ACI focus area	Target	Measure	Measure ends	Status
Material Resources, Water	Establishment and further development of environmental management	Control of Group-wide environmental management in accordance with EMAS and DIN EN ISO 14001 requirements (including in the areas of noise and noise control, water, soil, air, nature, species and climate protection) including recertification	Ongoing	Ongoing
	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 savings	2022	90%
	Plastic reduction	Development of a Group-wide concept for reducing the use of disposable plastics	2022	5%
	Responsible use of drinking water	Increased use of service water instead of drinking water through the construction of service water wells	2025	35%



Greenhouse gas (CO₂) and air pollutant emissions

ACI focus area	Target	Measure	Measure ends	Status	
Climate Change (Adaptation/Mitigation), Local Air Quality	Carbon-neutrality by 2030	Use of air curtains to reduce heat losses	Ongoing	Ongoing	
		Improving energy efficiency in existing stock	2025	50% 	
		Conversion of the exterior lighting and apron lighting to LED technology	2022	85% 	
		Continuation of the reduction of pollutants and further expansion of the zero-emission vehicle fleet	Ongoing	Ongoing	
		Green IT: Construction of a new Group data center taking into account CO ₂ neutrality	2023 [extended]	30% 	
		Equipment of all building-related positions in Terminal 1 with pre-conditioned air systems (PCA systems)	2024	10% 	
		Baggage handling system: continuous, gradual replacement of old motors with newer, more efficient motors to reduce energy consumption	Ongoing	Ongoing	
	Using renewable energy	Procurement of green electricity for customers in Scope 3	2020	100% 	
			Expansion of photovoltaic systems on roof surfaces of buildings at the airport campus	2022 (extended)	50% [suspended due to Corona]
			Further development of the renewable energy concept 2030 for energy supply based on renewable energy within the CO ₂ Strategy [with the goal «Net Zero MUC 2050»]	2022	80%
	Implementation of climate protection measures with cooperation partners	Introduction of sustainable aviation fuels [«ReFuelEU Aviation»]	2021	80% 	
			Advancement of the «Joint-Venture Biogas Plant» project	2024	5%
	«Net Zero MUC 2050»	Development of a «Net Zero MUC 2050» concept based on the ACI's Net Zero Carbon Initiative	2022 (extended)	35% [suspended due to Corona]	

Biodiversity



ACI focus area	Target	Measure	Measure ends	Status
Biodiversity	Improving the communication of biodiversity measures	Implementation of «Public Concept Environment,» e.g. reports on mobile measurement campaigns (noise and air) or participation in BayernTourNatur and Münchner Nacht der Umwelt (Munich Night of the Environment)	Ongoing	Ongoing
		Raise awareness of internal and external stakeholders regarding the issue of wildlife trafficking	2022	0%



Dialog with social interest groups

ACI focus area	Target	Measure	Measure ends	Status	
Noise & Quality of Life in Local Communities	Further development of the communication strategy	Implementation of a dialog-oriented concept for communicating FMG's strategic realignment	2022	15% 	
		Target-group-specific communication, e.g. through media relations, social media and internal communication channels	Ongoing	Ongoing	
		Communication priorities: holistic sustainability and CO ₂ neutrality	Ongoing	Ongoing	
		Adaptation of existing dialog formats to the changed framework conditions due to the pandemic (use of digital platforms or hybrid formats)	Ongoing	Ongoing	
	Exchange and cooperation with national and international interest groups in the aviation industry to help shape political framework conditions	Lobbying with the German Airports Association (ADV), the German Aviation Association (BDL) and Airports Council International (ACI Europe)	Regular publication of policy letters	Ongoing	Ongoing
			Organization and implementation of parliamentary evenings in digital format	Ongoing	Ongoing
			Continuation of the regional dialog	Ongoing	Ongoing
	Continuation of the regional dialog	Holding talks with local politicians and stakeholders in the airport region	Continuation of established, regional dialog platforms (e.g. neighborhood advisory council and airport forum)	Ongoing	Ongoing
			Promotion of a partnership-based location development	Comprehensive and early information for regional stakeholders about planned development projects at the airport as well as implementation of joint projects between the airport and the region with a win-win character	Ongoing
	Acceptance of social responsibility in the region	Fulfillment of existing sponsorship agreements (in the areas of sports, social affairs, culture, education and nature), review of new project requests based on FMG sponsorship principles and continuation of intensive dialog with sponsoring partners	Ongoing	Ongoing	



Occupational health and safety

ACI focus area	Target	Measure	Measure ends	Status
Employee Experience & Engagement	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	2022 (extended)	25%
	Integration of occupational health and safety into management processes	Implementation of additional key figures relevant to management and the design of new reporting processes	2022 (extended)	60%
	Maintaining the employability of personnel	Occupational health care, healthy workplace models and ergonomics consulting, expansion of musculoskeletal program, Health Lounge AeroGround model project	Ongoing	Ongoing
		Restoring the employability of personnel with long-term illnesses	Ongoing	Ongoing
		Redesign of the cafeteria and continuous improvement of the employee catering system	Ongoing	Ongoing
	Identification and assessment of mental health	Determination of mental stress and definition of suitable measures to reduce it	2022	20%
	Improvement of occupational safety	Implementation of a project to raise awareness of behavioral occupational safety	2024	10%
		Procurement of security guard and operational clothing with reduced thermal load	2022	35%



Employee recruitment and retention

ACI focus area	Target	Measure	Measure ends	Status
Employee Experience & Engagement	Improving the employer image internally [employee retention] and externally [employer marketing]	Improving specific, internal communication	Ongoing	Ongoing
		Maintain competitive employment conditions, e.g. by creating modern workplaces	Ongoing	Ongoing
		Use of new formats in HR marketing, for example better addressing of candidates and target group-specific recruitment campaigns	Ongoing	Ongoing
	Improve employee satisfaction	Conducting employee surveys [ES], identification of optimization potential and implementation of improvement measures	Ongoing	Ongoing
		Analysis: possibility of shorter time intervals between ESs, in the best case carrying out digital ESs	Ongoing	Ongoing
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]	Ongoing	Ongoing	
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	



Skills management and employee development

ACI focus area	Target	Measure	Measure ends	Status	
Economic Development	Ensuring excellent leadership	Development and implementation of training modules on the subject of «Leadership in crisis»	2022	40% 	
		Development of new training models for the Leadership Excellence Program	Ongoing	Ongoing	
	Preparation of qualification and development plans	Identification of qualification required based on changing tasks	2024	10% 	
		Qualitative and quantitative matching of employee requirements	Creation of trainee programs and contemporary, needs-based vocational training	Ongoing	Ongoing
		Restructuring of the Group's in-house training center	Redesign of the Airport Academy on the AirSite West grounds	2021	65%



Equal opportunity and diversity management

ACI focus area	Target	Measure	Measure ends	Status
Employee Experience & Engagement	Establishment of diversity management	Development of measures similar to the various aspects of diversity set out in the Diversity Charter	2022	10%
		Equal participation of men and women in management positions in the Munich Airport Group as defined in the objectives of the Group management report	2024	25%
	Future program: Demographics	Medium-term management of future personnel requirements and definition of suitable measures, taking into account potential from digitization and process optimization, in order to remain successful and efficient in spite of employee departures	Ongoing	Ongoing
		Support for inter-generational knowledge transfer and continuing education opportunities for employees	Ongoing	Ongoing



Noise emissions and noise control

ACI focus area	Target	Measure	Measure ends	Status
Noise & Quality of Life in Local Communities	Reduction of pollution from air traffic	Design and subsequent development of noise control strategies (active noise control, flight procedures, e.g. CDA, flight routes, landing fees, passive noise control, noise control programs)	Ongoing	Ongoing
		Monitoring the noise reduction plan of the government of Upper Bavaria while protecting FMG's interests	2022	10%
		Increase in noise and emissions charges under the new Charging Framework Regulation as an incentive to modernize the fleet	2021	10%
	Monitoring of aircraft noise	Aircraft noise monitoring using innovative technology and associated communications	Ongoing	Ongoing