

Sustainability program 2021

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.

Flughafen München GmbH's sustainability strategy is derived from the core elements «Material issues» of sustainable development identified in the Materiality Analysis and their implementation plan as part of the strategic Sustainability Program.

Overall, FMG's sustainability strategy contributes to the global United Nations Sustainable Development Goals. The holistic understanding of sustainability is driven by the application of a Balanced Business Model that integrates all three perspectives of sustainability.

The Sustainability Program 2020 was expanded to include the contents of the ACI Sustainability Strategy. For this purpose, the «Material issues» were merged with the focus areas of the ACI.

Every year, dedicated discussions are held to update the strategic sustainability program with the relevant units and assess achievement of targets.

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aci-europe.org/downloads/resources/ACI%20EUROPE%20SUSTAINABILITY%20STRATEGY%20-%20SECOND%20EDITION.pdf



ACI Material Topic	Target	Measure	End of measure	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	50%
		Stronger implementation of relevant non-financial KPIs in the existing management tools of Group controlling	2022	10%
		Development or application of methods for calculating/measuring non-financial and financial KPI values	Ongoing	Ongoing
	Updating the Group strategy	Concretization of the 2030 strategy into an implementation roadmap	Ongoing	Ongoing
		Quantification of group targets and measures in the integrated strategy and planning process	Ongoing	Ongoing



Economic resilience

ACI Material Topic	Target	Measure	End of measure	Status
Economic Development	Streamlining the organizational structure	Implementation of various organizational projects to create more efficient and crisis-adapted organizational structures	2021	100%
	Adjustment of personnel capacity to lower personnel requirements	Develop highly socially responsible measures such as early retirement schemes or volunteer program	2021	100%
	Reduction in personnel costs in the Group	Reduction in overtime and short-time work and implementation of the emergency tariff after the end of short-time work	2023	70%
	Strengthening the FMG Group's resilience to critical business process failures	Implementation of a holistic business continuity management system in the FMG Group	2024	10%



Corporate governance and business ethics

ACI Material Topics	Target	Measure	End of measure	Status
Human Rights, Values & Ethics Sustainable Supply Chain	Establishment of a Code of Conduct in the group	Creation of a Code of Conduct	2021	100%
		Implementation of the Code of Conduct in the group through training and increased internal communication	2022	60%
	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)	2022	30%
		Integration of holistic sustainability into 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
	Identification of the role of the airport in dealing with human rights issues	Preparation of calculations and expert assessments on the impact of exceptionally heavy and persistent rainfall events on Munich Airport	2022	50%
		Awareness-raising measures among the workforce, e.g. regarding topics like human trafficking	2023 (extended)	10%



Aviation development, safety and security

ACI Material Topics	Target	Measure	End of measure	Status
Economic Development Quality of Service & Passenger Experience	Ensuring smooth and efficient air traffic	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	100%
		Provision of an Airport Operations Plan [e.g. as a KPI dashboard] for increased situational awareness of the companies involved in flight operations at the MUC campus and thus more efficient utilization of existing resources and infrastructure.	2022 (extended)	40%
		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 operators, authorities, handlers]	Ongoing	Ongoing
	Reduction in the rate of bird strikes	Prevention of possible collisions through professional biotope management [for example, through an adapted mowing concept]	Ongoing	Ongoing



Digitalization

ACI Material Topic	Target	Measure	End of measure	Status
Quality of Service & Passenger Experience	Digitalization and personalization of the customer experience	Bundling of touch points for customers via airport and partner channels and optimization of personalized approaches and offers	2023	20%
		Automated answering of queries via various channels and ensuring round-the-clock service through a chatbot	2024	25%
	Digitalization of the working environment	Introduction of modern office platforms [including Microsoft 365®]	2023	50%
		Complete digitization of the troubleshooting, repair and maintenance of the technical systems on campus including the use of digital end devices	2023	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	2022	10%
		Establishment of group-wide data management for current and future use cases [data analytics, machine learning, rapid prototyping]	2025	5%
		Development of an integrated solution for mapping workflows including interfaces to existing systems	2025	10%

Infrastructure development and sustainable building

ACI Material Topic	Target	Measure	End of measure	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 analyses in the economic feasibility study for concrete new buildings	2026	0%
		Creation of a database of measures with a high savings potential	2026	0%
	Demand-oriented and economic development of the airport property	Development of AirSite West and the northern development zone	2021	100%
		Further development of the LabCampus urban development concept and implementation of the LabCampus construction measures [e.g. Airport Academy]	2022	25%
		Procurement of affordable living space for employees in coordination with the municipalities of the region	2025 [suspended due to Corona]	50%

**Product quality and customer satisfaction**

ACI Material Topic	Target	Measure	End of measure	Status
Quality of Service & Passenger Experience	Assurance of quality and efficiency at the Munich Airport site	Stronger integration of sustainability criteria in the selection of future tenants	2023	10%
		Best possible use of the current IT infrastructure in order to be able to ensure efficient guidance of travelers	2024	20%
		Improved occupancy of space and streamlining and optimization of the center management portfolio	Ongoing	Ongoing
	Assurance of higher hygiene standards	Integration of optimized hygiene measures [e.g. on-site checks] in the ongoing improvement process	Ongoing	Ongoing
		Certification by Airport Health Accreditation and annual re-certification	Ongoing	Ongoing
	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	2023	25%
		Reduction of waste products through greater use of digital advertising space, taking into account the high energy standard of digital advertising media	2023	30%
	Sustainable product range for customers	Introduction of a license plate recognition system	2021	100%
		Expansion of sustainable services in the airport's portfolio of products and services	2023 [extended]	10%



Landside access and intermodality

ACI Material Topic	Target	Measure	End of measure	Status
Intermodality	Medium-term improvement of rail access	Erdinger Ringschluss: first subproject – completing the Munich Airport tunnel	2021	100%
		Development of an expanded ÜFEX concept for Munich Airport (Überregionaler Flughafen-Express)	2022	90%
		Analysis of the possibilities of integrating Munich Airport into the synchronized German railway timetable	2022	70%
		Erdinger Ringschluss: second subproject – complete construction of section to Schwaigerloh	2025	35%
		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
	Integration of the mobility of the future	Establishment of structures to create a networked mobility	2022	20%
		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 Material Topic	Target	Measure	End of measure	Status
Economic Development	Further development and expanded market access for subsidiary Munich Airport International	Standardization and optimization of process flows, development of process management and implementation of quality assurance measures	2022	70%
		Evaluation and development of a regional office in the Asia Pacific region	2022	80%
		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



Sustainable destination management and marketing

ACI Material Topic	Target	Measure	End of measure	Status
Sustainable Destination	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
	Reduction of print products	Introduction of digital destination information (QR code), elimination of the analog information stands	2022	25%



Responsible use of resources

ACI Material Topics	Target	Measure	End of measure	Status
Material Resources Water	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	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 continuous development of the environmental management system	Control of the group-wide 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)	Ongoing	Ongoing

Greenhouse gas (CO₂) and air pollutant emissions

ACI Material Topics	Target	Measure	End of measure	Status
Climate Change Local Air Quality	Carbon-neutrality by 2030	Further development of the renewable energy concept 2030 for energy supply based on renewable energy within the CO ₂ strategy	2022	100%
		Conversion of the exterior lighting and apron lighting to LED technology	2023 (extended)	90%
		Optimization of energy efficiency in existing buildings	2025	53%
		Green IT: New construction of a group data center including a concept for recovering waste heat	2025 (extended)	20%
		Expansion of photovoltaic systems on building roofs and ground-mounted systems at and around the airport to 50 MW _p	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
		Baggage handling system: continuous, gradual replacement of old motors with newer, more efficient motors	Ongoing	Ongoing
		Implementation of climate protection measures with cooperation partners	Introduction of sustainable aviation fuels [«ReFuelEU Aviation»]	2021
	Fitting of all positions near the building in Terminal 1 with Pre-Conditioned-Air [PCA]		2025 (extended)	10%
	Increased utilization rate of lower-emission PCA plants in Terminal 1 through scientific treatment		Ongoing	Ongoing
	«Net Zero MUC 2050»	Development of a «Net Zero MUC 2050» concept based on the ACI's Net Zero Carbon Initiative.	2022	40%
		Implementation of the regional project «Climate Forest MUC» by transforming the forest at various locations in Bavaria with a project duration of 30 years	Ongoing	Ongoing



Biodiversity

ACI Material Topic	Target	Measure	End of measure	Status
Biodiversity	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%



Dialog with social interest groups

ACI Material Topic	Target	Measure	End of measure	Status	
Noise & Quality of Life of Local Communities	Further development of the communication strategy	Implementation of a concept for communicating FMG's strategic realignment	2022	30% 	
		Integration of sustainability as a central component of the communication strategy	2023	30% 	
	Creation of transparency and acceptance as well as ensuring a dialog based on partnership with all stakeholder groups of the company	Further development of stakeholder dialogue for political reporting requirements (Corporate Sustainability Reporting Directive)	2022	30% 	
	Continuous awareness of corporate responsibility	Involvement in local and regional projects, for example support for cultural initiatives, sports clubs and educational institutes		Ongoing	Ongoing
			Development of a catalog of criteria for sponsoring agreements	2023	25%
		Optimization of the sustainability dialogue with the workforce through the new social intranet		2023	10%
		Implementation of the «Environment Public Relations Concept», for example, publication of measurement results in real time (noise & 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



Occupational health and safety

ACI Material Topic	Target	Measure	End of measure	Status
Employee Experience & Engagement	Identification and assessment of mental health	Determination of mental stress and definition of suitable measures to reduce it	2022	40%
	Maintaining the employability of personnel	Re-launch of «Health Lounge AeroGround model project»	2023	20%
	Integration of occupational health and safety into management processes	Implementation of additional management-relevant key figures, design and introduction of new reporting systems and processes	2023 (extended)	75%
	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)	25%
	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	55%



Employee recruitment and retention

ACI Material Topic	Target	Measure	End of measure	Status
Employee Experience & Engagement	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	2023	10%
		Strengthening of the employer image in the region and nationwide	2025	10%
		Strengthening targeted, internal communication through new formats and a new social intranet	Ongoing	Ongoing
		Use of new formats in HR marketing, for example better candidate targeting and target group-specific recruiting campaigns for the technology and IT sectors	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



Competency management and employee development

ACI Material Topic	Target	Measure	End of measure	Status
Economic Development	Ensuring excellent leadership	Development and implementation of training modules on the subject of «Leadership in crisis»	2022	90%
		Establishment of a regular management dialogue	2022	20%
		Development of a new qualification program for managers	2023	10%
	Restructuring of the Group's in-house training center	Redesign of the Airport Academy on the premises of LabCampus	2023 (extended)	75%
	Qualitative and quantitative matching of employee requirements	Identification of qualification needs due to changes in tasks and preparation of development plans	2024	50%
	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



Equal opportunity and diversity management

ACI Material Topic	Target	Measure	End of measure	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%



Noise emissions and noise control

ACI Material Topic	Target	Measure	End of measure	Status
Noise & Quality of Life of Local Communities	Reduction of noise pollution from air traffic	Further development of noise- and emissions-based take-off and landing charges as an incentive to use lower-emission aircraft types at Munich Airport	2021	100%
		Monitoring the noise reduction plan of the government of Upper Bavaria while protecting FMG's interests	2021	100%
		Design and further development of noise abatement strategies together with airlines and «Deutsche Flugsicherung» [including active and passive noise abatement, flight procedures, flight routes, landing charges, noise reduction measures]	Ongoing	Ongoing
		Review of noise abatement measures within FMG's remit from the noise action plan for Munich's major airport drawn up by the government of Upper Bavaria.	Ongoing	Ongoing
	Monitoring of aircraft noise	Aircraft noise monitoring using innovative technology and associated online communication in real time	Ongoing	Ongoing