

# *Connecting Sustainably*

*Online Report 2012*



<b>Foreword</b>	<b>01</b>	<b>Community</b>	<b>100</b>
<b>Profile</b>	<b>03</b>	<i>Value added for the Region</i>	101
<b>Sustainability Management</b>	<b>06</b>	<i>Voluntary Engagement</i>	103
<i>Sustainability Strategy</i>	07	<b>Owners</b>	<b>110</b>
<i>Governance</i>	10	<b>Worldwide Sites</b>	<b>113</b>
<i>Values and Commitments</i>	16	<i>Antalya</i>	114
<b>Dialog</b>	<b>19</b>	<i>Lima</i>	117
<i>Our Stakeholders</i>	23	<i>Varna and Burgas</i>	120
<b>Employees</b>	<b>26</b>	<b>Glossar</b>	<b>123</b>
<i>Appeal as an Employer</i>	28	<b>Indicators &amp; Facts</b>	<b>128</b>
<i>Retaining and Creating Jobs</i>	34	<i>Indicators</i>	128
<i>Diversity</i>	37	- Financials	129
<i>Occupational Health and Safety</i>	42	- Environment	136
<i>Training and Career Development</i>	48	- Personnel	148
<b>Customers</b>	<b>52</b>	- Other Indicators	160
<i>Safety and Security in air traffic</i>	53	<b>Sustainability Program</b>	<b>162</b>
<i>Customer Satisfaction</i>	58	- Sustainability Management	163
<i>Intermodality</i>	64	- Customers	165
<b>Environment</b>	<b>67</b>	- Employees	167
<i>Climate Protection</i>	68	- Environment	171
<i>Air Quality</i>	76	- Noise Abatement	174
<i>Conservation of Nature and Resources</i>	79	- Community	175
<b>Aircraft Noise Abatement</b>	<b>88</b>	- Owners	176
<i>Alliance for more Noise Abatement</i>	89	<b>GRI Index</b>	<b>177</b>
<i>Active Noise Abatement</i>	91	- Profile	178
<i>Passive Noise Abatement</i>	94	- Economic Performance Indicators	190
<i>Casa Program</i>	96	- Ecological Performance Indicators	195
<i>Aircraft Noise Monitoring</i>	98	- Social Performance Indicators	207
<i>NORAH Noise Impact Study</i>	99	<b>UN Global Compact Index</b>	<b>227</b>
		<i>Indexes, Awards and Memberships</i>	236
		<b>Principles of Reporting</b>	<b>244</b>
		<b>GRI Application Level Check</b>	<b>246</b>

You are here: Foreword



## Foreword

Dear Readers,

The year 2012 was extremely eventful as far as Fraport was concerned. We confronted a multitude of new situations and achieved some important targets. At our main Frankfurt Airport site we consolidated our position as one of the key air traffic hubs for passengers and airfreight from all over the world. Pier A-Plus opened on schedule and enabled us to create terminal capacities that will allow us to meet the future needs of increasing passenger volumes with enhanced quality of service. This is because even if air traffic volume is currently stagnating due to the global economic situation, sector studies predict that the upward trajectory will continue unbroken.

Furthermore, we also overcame challenges in Frankfurt like the strike by employees from apron control, the effects of the ban on night flights, and the intensifying development of traffic peaks. We are also focusing on the global and overarching community risks, such as climate change and the shortage of resources, as well as demographic change. We are consistently pursuing the target "Ensuring Sustainability" as one of the five targets we have defined in our corporate strategy entitled Agenda 2015. Our initiative "Connecting Sustainably" encompasses not only cities and people, business centers and markets in far-flung places. It also includes other goals such as individual mobility and global environmental protection, or responsibility for our employees and the residents in the surrounding region. Our sustainability program bundles the targets and measures, providing us with a controlling and monitoring instrument.

Our commitment to our passengers means that in particular we have to guarantee maximum safety and outstanding service. This involved us in posting an extremely gratifying success in 2012: Our service program "Great to have you here!" facilitated an increase in our customer satisfaction at the Frankfurt site to 80 percent – this is a target we had actually planned for 2015.

Over the long term, a key factor in our strategy is also to safeguard the quality of customer service within the ground handling operations, which are closely meshed with the flight and terminal operations. This is one of the reasons why we worked closely with the unions and the Hesse Government to achieve effective framework conditions under the deregulation of ground handling services being planned by the EU.

In order to meet the challenges of climate protection, the aviation industry needs to further uncouple traffic growth over the medium and long term from an increase in emissions causing climate change. As an airport operator, the opportunities we have for achieving this lie mainly in the energy efficiency of our buildings, facilities and vehicles. At the close of 2011, Fraport commissioned the Oeko-Institut (Institute for Applied Ecology) to carry out a systematic, in-depth analysis of the potential avenues available to us for enhancement. The results of some 18 months of cooperation by a team of experts with around 30 specialists from Fraport are now being reviewed in detail and the findings will be channeled into the management of our buildings and energy. The transformation of our vehicle fleet to e-mobility is continuing apace, strengthened by the commitment of the Federal Ministry of Transport, Building and Urban Development to subsidize a project for trials with a further 42 electric vehicles to assess their effectiveness in day-to-day airport operations.

Our international facilities are also continually working to reduce their CO2 emissions. In this context, we are particularly proud of the progress achieved at Antalya Airport in 2012: in the sector program "Airport Carbon Accreditation", it was assigned the second highest level in the CO2 reduction plan for airports.

Against the background of our global growth strategy, integration of the international sites within the sustainability targets of Fraport AG is gaining increasing importance. Our goal is to establish a robust culture of values throughout the Group. At the beginning of 2013, we achieved a major step forward in this direction when we adopted a binding Code of Conduct for all our employees and the suppliers for the Fraport Group.

There is a field of tension between our mission to provide transport and the legitimate needs of residents to enjoy peace and quiet. We are seeking dialog with all those people affected and other players with the objective of identifying possibilities for reducing the negative impact of aircraft noise. We often go beyond the statutory requirements. One example of this approach is our noise abatement program, which we revised in 2012 to bring forward the reimbursement of expenses incurred for construction measures. Neighbors can already make use of this facility now rather than having to wait until 2016 as specified in the legislation. Another important step was the establishment of the "Alliance for more noise abatement" together with the Hesse Government and other partners. Within this framework, an action plan for active noise abatement was adopted and a regional fund was founded to finance passive noise abatement measures. Additionally, we are promoting research with our involvement in the NORAH Study on the impact of noise.

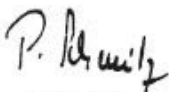
At this point, we would like to take the opportunity to express our very special thanks to our workforce of more than 20,000 people at Fraport AG. Our success is down to their expertise and their dedication. The project "Act today – Fraport 2015" was launched in 2012 to ensure that this success story continues even against the background of demographic change, and the objective is to consolidate the loyalty of a future-proof workforce to the Group over the long term. It focuses our human resources work on the issues of age-compliant organization of work, life-cycle learning and active enhancement of the employer brand. We also want to increasingly appoint women to management positions and we have defined a key target in the year under review. The proportion of women in management is planned to rise from around 20 percent to a level of up to 35 percent over the next five to seven years.

We are delighted that our achievements in the area of sustainability have received appropriate acknowledgement and we have once again in 2012 achieved positive assessments in the leading sustainability ratings. One of the awards came from oekom research, which awarded Fraport AG oekom Prime Status for its social and ecological achievements. We have also been included in the Sustainability Year Book published by international investment company RobecoSAM (formerly Sustainable Asset Management SAM) for the fifth time in succession. We obtained an award in the "Bronze Class" as one of the leading companies in the sector "Industrial Transportation". Fraport AG is the only airport operator in the world to have been listed six times in succession in the Dow Jones Sustainability Index. The company is also listed in the FTSE4Good, it once again increased its good performance in the Carbon Disclosure Project, and it qualified for the DACH CDLI (Carbon Disclosure Leadership Index) which lists the top performers among companies from Switzerland, Germany and Austria.

Our aim in this report is to inform our readers of our achievements by focusing on the year 2012, with the first online version of the report being published this year. The report also fulfills the role of a progress report on the ten principles of the UN Global Compact to which we have been steadfastly committed since 2007.

Because dialog with our stakeholders is a top priority, we are very much looking forward to your feedback on our report.

We hope you will find our report informative and experience it as an enjoyable read.



**Peter Schmitz**  
Executive Director  
Operations



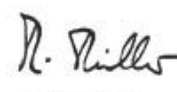
**Dr. Matthias Zieschang**  
Executive Director  
Controlling and Finance



**Anke Glesen**  
Executive Director  
Ground Handling



**Dr. Stefan Schulte**  
Chief Executive Officer



**Michael Müller**  
Executive Director  
Labor Relations



You are here: Profile

## Profile

Our business activities are divided into four segments: Aviation, Retail & Real Estate, Ground Handling and External Activities & Services.

### Aviation

The Aviation segment incorporates the strategic business units "Airside and Terminal Management, Corporate Safety and Security" and "Airport Security Management" at the Frankfurt site.

### Retail & Real Estate

The strategic business unit "Retail and Properties", which focuses on retail activities, parking facility management and the rental and marketing of real estate at Frankfurt Airport, forms the Retail & Real Estate segment.

### Ground Handling

The Ground Handling segment comprises the strategic business unit "Ground Services" and the Group companies involved in these activities at the Frankfurt site.

### External Activities & Services

The External Activities & Services segment includes the central unit "Global Investments and Management", which is essentially responsible for airport services and airport management in the Group companies that are not integrated in the business processes at the Frankfurt site, and the service units "Facility Management", "Information and Telecommunication", and "Corporate Infrastructure Management" including the associated Group companies.

## Worldwide sites of Fraport AG



## Majority shareholdings in airports (status: 31 December 2012)



2012	Number of passengers <sup>1</sup>	Airfreight in metric tons <sup>1</sup>	Number of employees <sup>2</sup>	Shares in the company in %
Frankfurt	57,520,001	2,066,431	20,708	100.00
Lima	13,324,379	293,675	594	70.01
Varna	1,221,468	33	704	60.00

Burgas	2,380,536	2,281		
Antalya	24,954,422	—	438	50.00

<sup>1</sup> In accordance with the Airports Council International (ACI)

<sup>2</sup> Employees incl. temporary staff, apprentices and employees on leave on 31 December in accordance with Global Reporting Initiative (GRI)

Frankfurt Airport was once more one of the busiest airports in the world with 57.5 million passengers in 2012. On a European comparison, it was ranked in third place after London Heathrow and Paris Charles de Gaulle. Measured by the volume of cargo, Frankfurt Airport is among the world's biggest hubs. It also ranks among the Top Ten here.

## Additional investments in airports



2012	Form of investment	Number of passengers <sup>1</sup>	Airfreight in metric tons <sup>1</sup>	Number of employees <sup>2</sup>	Shares in the company in %
Dakar <sup>3, 4</sup>	Management contract	—	—	—	3.24
Hanover	Minority holding	5,288,327	15,869	649	30.00
Cairo	Management contract	14,711,500	278,877	3	—
St Petersburg	Minority holding	11,154,560	—	3,784	35.50
Jeddah	Management contract	27,234,402	—	28	—
Riyadh	Management contract	17,719,271	—	—	—
Delhi	Minority holding	34,211,608	560,434	1,460	10.00
Xi'an	Minority holding	23,420,905	174,794	2,804	24.50

<sup>1</sup> In accordance with the Airports Council International ACI

<sup>2</sup> Employees incl. temporary staff, apprentices and employees on leave on 31 December in accordance with Global Reporting Initiative (GRI)

<sup>3</sup> Management contract ended on 31 July 2012. The concession contract for the operation of the new Dakar Airport currently under construction continues unchanged.

<sup>4</sup> In January 2013 share increase to 60%. In the course of the share restructuring in December 2012 temporary reduction of shares from 10% to 3.24%.

## Indicators



### Employees<sup>1</sup>

	2011	2012	(annual average according to IFRS, persons/2012 share in %)
<b>Fraport Group</b>	20,595	20,963	
Aviation	6,088	6,298	30.0%
Retail & Real Estate	596	629	3.0%
Ground Handling	8,899	8,924	42.6%
External Activities & Services	5,012	5,112	24.4%

<sup>1</sup> Annual average for employees not including apprentices and employees on leave according to IFRS

### Revenue

	2011	2012 (€ million/2012 share in %)	
<b>Fraport Group</b>	2,371.2	2,442.0	
Aviation	774.9	823.4	33.7%
Retail & Real Estate	444.7	452.9	18.5%
Ground Handling	655.5	649.3	26.6%
External Activities & Services	496.1	516.4	21.2%

## **EBITDA**

	2011	2012 (€ million/2012 share in %)	
<b>Fraport Group</b>	802.3	850.7	
Aviation	187.8	199.9	23.5%
Retail & Real Estate	305.3	333.9	39.3%
Ground Handling	54.5	43.6	5.1%
External Activities & Services	254.7	273.3	32.1%

You are here: Sustainability Management



## *Sustainability Management*

We believe that sustainable development is about structuring the future responsibly. In our view, sustainable development is a key factor for making the Fraport Group fit for the future and for our aspiration to leadership in the sector. This is why we are working on continuously improving the processes, products and services in the dimensions of economy, ecology and social affairs. Implementation of our [sustainability strategy](#) also includes further development of our [corporate governance](#) and compliance with binding [corporate values and commitments](#). At our majority shareholdings, we also get involved in social and ecological projects in each region along the lines of a good neighbor.

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## Sustainability Strategy

The [Group Strategy Agenda 2015](#) was developed on the basis of the Group Vision adopted in 2004 and the Group Targets of Fraport AG. Sustainability is one of the five core elements used to derive the strategic challenges and the measures of the company for mastering these challenges:



We interpret sustainability to mean structuring the future responsibly by integrating economic, ecological and social aspects in all entrepreneurial decisions at Fraport AG. The operational and strategic [sustainability targets](#) of the Group constitute the main focuses for our activities. We therefore place great emphasis on regular, comprehensive, and transparent communication of our sustainability management.

## Materiality Matrix

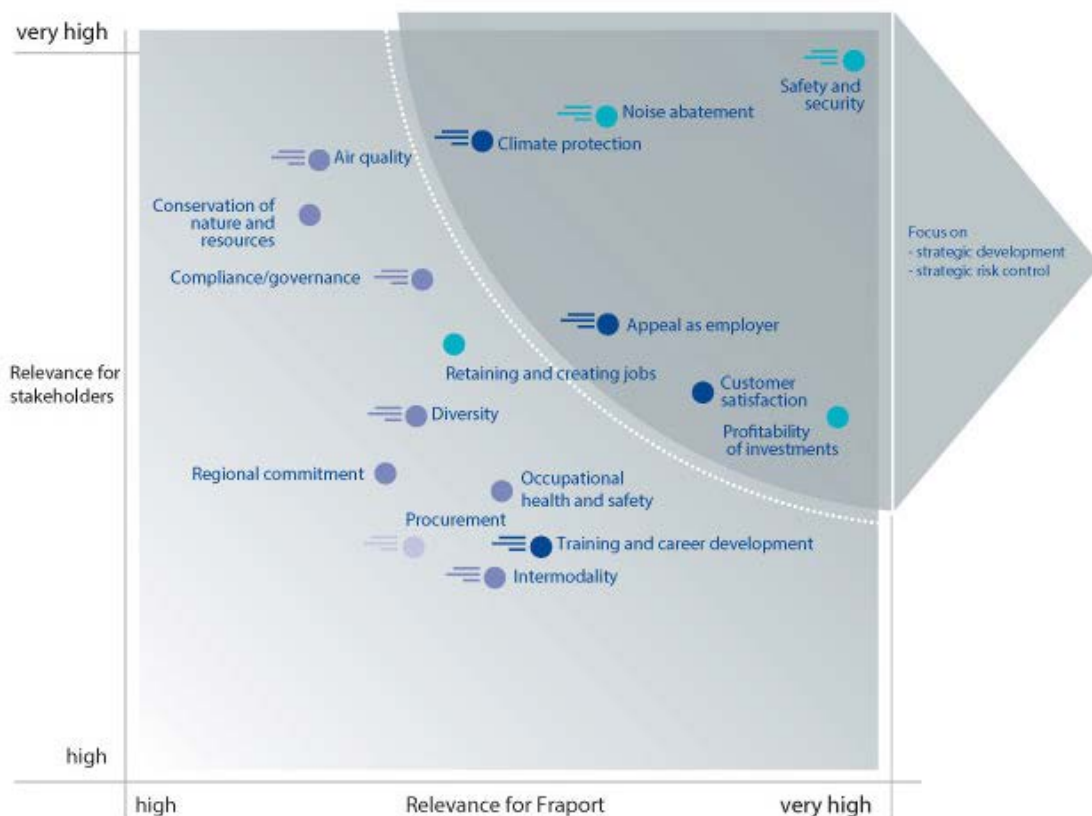


Fraport has developed the strategic alignment of sustainability management in a multistakeholder process with important stakeholder groups. Relevant aspects were initially defined on the basis of the guidelines of the Global Reporting Initiative (GRI) and in dialog with the relevant stakeholder groups. These aspects were then reviewed and rated by internal and external experts. The result was a Materiality Matrix with 17 fields of action. This matrix links up the significance of different aspects for external stakeholders and for Fraport, and puts them into context. The position of each of the aspects reveals a weighting within the criteria "Relevance for Fraport" and "Relevance for Stakeholders". An additional assessment of the significance trend was also implemented for each aspect to take account of the fact that the relevance of these aspects changes over time. In 2012, we updated the Materiality Matrix in an internal corporate



evaluation process and the [Sustainability Board](#) adopted the matrix with the following changes:

- 16 areas of action are currently mapped in the Sustainability Matrix.
- “Sustainable construction” has been eliminated as a dedicated area of action. Its subsections “Life-cycle costs”, “Energy efficiency” and “Workplace quality” will be allocated to the areas of action “Profitability of investments”, “Climate protection”, and “Appeal as employer”.
- The relevance of the aspects “Procurement” and “Diversity” have increased for Fraport and they have therefore shifted further to the right within the matrix.
- The area for action “Procurement” has gained greater significance for stakeholders and has therefore been positioned with a higher ranking.



In 2013, we are planning to review the Materiality Matrix including the perspective of external stakeholders.

## Sustainability Program



Fraport AG sets concrete targets for strategically important sustainability aspects in its [Sustainability Program](#) and defines the measures required to attain these targets. The Sustainability Program was first developed in 2010 for the Frankfurt site and the Fraport parent company. It encompassed the six most important issues for Fraport and its stakeholders as customers, employees, environment, community, owners and sustainability management. Targets and measures were defined for all areas of action in 2011. We consulted with the specialist departments involved and significantly streamlined the program in 2012, as well as providing detailed guidelines for focusing on potential for improvements. Group-wide indicators for measurement and control of sustainability performance were adopted wherever possible. In future, the ongoing targets and the associated activities will be explained in the Sustainability Report. The attainment of targets is regularly reviewed and they are developed further as appropriate. The program items will also be gradually adopted for the subsidiary companies.

## Opportunities and risks



The Materiality Matrix helps us to identify opportunities and risks for Fraport and to make the most of them or avoid them

as the case may be. Systematic communication between the most important internal and external stakeholders supports risk management and ideas for the strategic direction of the company. We outline opportunities that we want to make use of in the following sections. We report on significant risks in our [Annual Report](#).

Global air traffic has grown significantly over recent years with passenger volumes increasing by more than 4 percent each year since 2010. The forecasts are also positive. By 2030, annual growth worldwide is projected at 4.1 percent. This background will yield good business opportunities for Fraport. The expansion measures carried out at Frankfurt Airport mean that adequate capacities are available there in order to accommodate the rising volumes of passengers and airfreight to at least the same standard of quality. The advantages of Frankfurt Airport in international competition between large air-traffic hubs continue to be the high level of connectivity, i.e. the large number of destinations with direct flights, the large proportion of intercontinental destinations (subject to particularly strong growth rates for many years), the cost-effective operation of the airport, the large catchment area, and the high quality standards which are reflected in the low Minimum Connecting Time and good punctuality rates.

### **Profitability and energy efficiency**

Growth adjusted to demand enables us to exploit opportunities for expansion with manageable risk. One example of this strategy is the modular structure of the planned Terminal 3. The objective is to gradually increase the capacities of this terminal. Standards compliant with a passive building are the ultimate goal in terms of energy. Combining high utilization of capacity for our infrastructure with advanced technology and construction methods makes economic and ecological sense, as well as placing the airport in a strong position to meet the competition.

Frankfurt Airport is also comparatively well placed due to its high proportion of long-haul flights – around 40 percent of passengers take these flights. Intercontinental flights cannot be replaced by any other form of transport, they are more profitable and they generally have a better environmental footprint than short-haul flights. The large aircraft used here are significantly quieter due to their advanced jet engines. Their greater capacity means that they are also more energy efficient than older, small aircraft.

Compared to other European airports, Fraport has an exceptional number of air connections to destinations throughout the world. This means that airfreight is frequently carried as cargo in the holds of passenger airliners taking off from Frankfurt. This advantage has gained in strategic importance particularly against the background of energy efficiency and it makes a key contribution to the high level of profitability of the site. The additional cargo allows airline companies to keep ticket prices to an attractive level for passengers.

### **Employees**

The high level of safety, security and quality standards achieved in Frankfurt are essential for the construction and operation of airports. They are achieved thanks to our highly qualified and motivated members of staff. Retaining them within the company and recruiting new employees is a challenging task for the management of human resources in the present day. This task is likely to become even greater against the background of changes entailed by the demographic change. A turnover rate of nearly zero to date and buoyant application rates for vacant positions are evidence of our attractiveness as an employer. However, Fraport is well positioned in this area because we are not prepared to simply rest on our laurels, but because we want to promote issues like flexible working-time models, childcare packages, and diversity management while retaining our high social standards.

### **External business**

The strong main site of Frankfurt is complemented by a diversified and highly profitable portfolio of [international investments](#) generating stable income. Due to the high growth rates outside Western Europe – primarily in the Arab world and in the “BRIC countries” of Brazil, Russia, India and China – we are also engaging in business [outside Frankfurt](#). Today, Fraport already generates one third of earnings with its [external business](#). Apart from our dependability, our business partners particularly value our expertise in the successful introduction and implementation of environmental and quality-management systems. The objective at Frankfurt is to continue expanding external activities.

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## Governance

“Ensuring sustainability” is one of the five core elements of [Agenda 2015](#). Sustainability management at Fraport is based on internationally accredited standards such as the principles of UN Global Compact, the [OECD principles for multinational companies](#) and [the core labor standards of the International Labor Organization](#). Fraport’s own principles and internal guidelines are also binding, for example the [Fraport Corporate Governance Code](#) and the [Codes of Conducts](#) for employees and supplier. You will find a detailed Corporate Governance Report, the Report of the Supervisory Board on Corporate Governance, and the Statement on Corporate Governance pursuant to Article 289a German Commercial Code (HGB) in the [Fraport Annual Report](#), page 12 ff.

### Organizational structure



As a response to future business opportunities and the associated challenges, the Supervisory Board of Fraport AG decided to expand the Executive Board to five persons with the appointment of Anke Giesen from 1 October 2012. Michael Müller was a further new appointment as [Executive Director Labor Relations](#). He succeeds Herbert Mai who retired in September 2012.

Since 1 October 2012, the issue of sustainability has been represented in the Central Unit “Corporate Development, Environment and Sustainability” (UEW). The Central Unit Corporate Compliance, Risk and Values Management also started up work. It includes the departments “Corporate Compliance and Values Management” and “Risk Management, Internal Control and Integrated Management System”. Combining these thematic areas within one Central Unit allows Fraport to manage risks and present the functions of compliance culture, prevention, identification, response and improvement measures in an integrated approach.

#### Sustainability Board

Apart from establishing the organization in the Central Unit UEW, the Sustainability Board provides a further central body for sustainability management. This Central Unit is headed by the Chief Executive Officer. The Board Members also include the Executive Director Labor Relations and senior managers from the relevant departments of Fraport AG. The Sustainability Board has adopted a number of measures including the [Sustainability Program](#) and commissions important sustainability projects. Planning, implementation and finance of measures from the Sustainability Program and Risk Management are the responsibility of the specialist departments.

#### Composition of the Sustainability Board

**Chair: Chief Executive Officer**

**Co-Chair: Executive Director Labor Relations**

**Business Office: Sustainability Strategy and Reporting**

**Business Units:**

- Corporate Compliance, Risk and Values Management
- Controlling
- Real Estate and Facility Management
- Top Executives
- Human Resources
- Corporate Development, Environment and Sustainability
- Corporate Infrastructure Management
  
- Global Investments and Management\*
- Airport Security Management\*
- Ground Services\*
- Airside and Terminal Management, Corporate Safety and Security\*
- Retail and Properties\*

\* By invitation / on request

**Integration of international sites**

To date, the relevant environmental-management and human-resource departments have dealt with important sustainability issues at the [international sites](#). Since a group-wide [Code of Conduct](#) with guidelines was adopted at the beginning of 2013, Group responsibility has played a greater role while also taking greater account of the specific requirements of individual countries and companies.

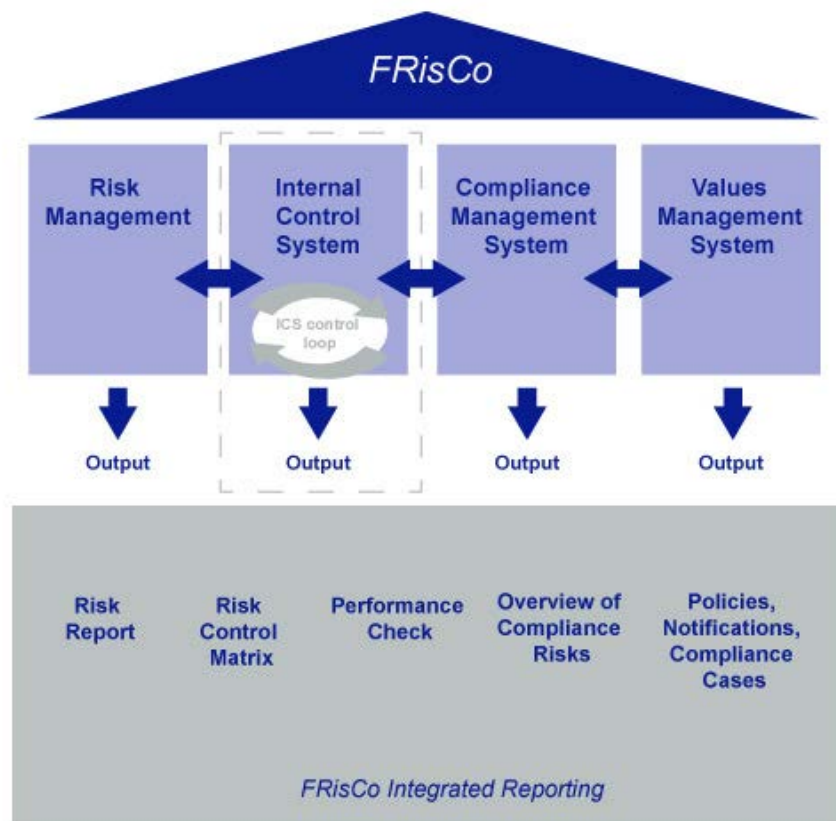
## **Management systems**



Fraport has different management systems which support responsible corporate governance. They are incorporated under the umbrella of the Integrated Management System (IMS). This includes environmental, job safety and quality management.

**Integrated Fraport risk and compliance management system (FRisCo)**

More stringent statutory framework conditions, including the new Account Law Modernization Act (Bilanzmodernisierungsgesetz) and the amended Stock Corporation Act in Germany motivated Fraport to introduce FRisCo in 2012. FRisCo links the existing Risk Management System with the Internal Control System (ICS) and combines with the Compliance-Management to create an integrated system. Fraport pursues an integrative and risk-based approach in conformity with the internationally accredited COSO II Framework to merge the individual sub-systems. FRisCo ensures targeted and efficient compliance with the statutory requirements.



The second half of 2012 saw implementation of training sessions for the group of people involved in order to ensure correct operation of the newly introduced IT system. “Corporate Compliance, Values and Risk Management” has been responsible for the launch since October 2012. Roll-out of FRisCo is planned for all major Group subsidiaries for 2013. You will find information and details on the Risk Management System and the ICS in the Fraport [Annual Report 2012](#), page 57 ff.

#### **Integrated Management System (IMS)**

Environmental, job-safety and quality management are managed under the umbrella of IMS. The objective of IMS at Fraport AG is to safeguard and improve the quality of all internal business processes.

Certification in conformity with the ISO 9001 international standard was already obtained by the Fraport parent company in 1996 with the objective of checking the performance of the procedure and identifying potential for improvement. Starting in 2000, certification was expanded to additional Group companies and investments and this led to a certification group in 2006. Internal audits safeguard the high level of the process quality. As appropriate, improvements are discussed with relevant process owners.

The Fraport parent company and the following investments and subsidiaries are included in the certification group:

- AirlTSystems GmbH
- Airmail Center Frankfurt GmbH
- Airport Cater Service GmbH
- Airport Personal Service GmbH
- Airport Service Gesellschaft mbH
- Flughafen Hannover Langenhagen GmbH
- FraCareServices GmbH
- Fraport Cargo Services GmbH
- Fraport Twin Star Airport Management AD
- FraSec Fraport Security Services GmbH



- Hannover Aviation Ground Services GmbH
- Lima Airport Partners S.R.L.
- medical airport service GmbH
- N\*ICE Aircraft Services & Support GmbH
- Terminal for Kids gGmbH

Associated members of the certification group are as follows:

- operational services GmbH & Co. KG
- Fraport IC İçtaş Antalya Airport Terminal Investment and Management Inc.

#### Environmental Management Systems

Since 1999, the Fraport parent company has been operating an Environmental Management System in conformity with the European directive on the Eco-Management and Audit Scheme (EMAS) and has been certified in conformity with the ISO 14001 standard since 2002. The subsidiary companies N\*ICE Aircraft Services & Support GmbH (N\*ICE) and Fraport Cargo Services (FCS) have signed up to both Environmental Management Systems at the Frankfurt site as companies with major environmental impacts.

The airports with a majority shareholding have also received certification in conformity with ISO 14001. Varna and Burgas airports in Bulgaria have a joint Environmental Management System.

The [Environmental Statement](#) for Frankfurt Airport was audited by an independent external environmental auditor and provides additional information on Environmental impacts and achievements.

#### Validation in conformity with EMAS/Certification in conformity with ISO 14001

Airports	Group subsidiaries	Validated/certified in conformity with
Frankfurt Airport	Fraport parent company	EMAS/ISO 14001
	N*ICE Aircraft Services und Support GmbH	EMAS/ISO 14001
	Fraport Cargo Services GmbH	EMAS/ISO 14001
Lima Airport	Lima Airport Partners S.R.L.	ISO 14001
Antalya Airport	Fraport IC İçtaş Antalya Airport Terminal Investment and Management Inc.	ISO 14001
Varna and Burgas Airports	Fraport Twin Star Airport Management AD	Environmental Management System

The focuses of environmental management are the issues of [climate protection](#), [air quality](#) and [conservation of nature and resources](#). The management system guarantees compliance with statutory regulations and continuous progress in all issues relevant to the environment.

In 2008, the Executive Board of Fraport AG adopted an [Environmental Policy](#) for the entire Group. It is based on a conservational approach to natural resources and commits us to conducting all our business activities in compliance with environmental sustainability. The many years of experience at Frankfurt Airport in environmental protection will benefit all the Group sites, for example in the form of training courses and specialist support, including technical assistance on the ground.

## Procurement



In 2012, the Fraport parent company placed orders with a total volume of 711 million euros. 51 percent of all purchase orders amounting to a volume of more than 465 million euros were placed with companies in the Frankfurt/Rhine-Main Region. This was the case even though Fraport as a sector contractor is precluded from granting preference to companies from the immediate area or wider region. More than 91 percent of all orders were below 10,000 euros and they are therefore categorized as supporting small and medium-sized business.

Significant factors for the selection of our suppliers include procurement guidelines based on Article 97 of the Act against Restraints of Competition (GWB) of the Federal Republic of Germany. When issuing tenders for services, Fraport AG guarantees compliance with the application of national and international laws and agreements. This is again confirmed with legal force when contracts are concluded.

Since the beginning of 2013, we supplemented this with a [Code of Conduct for Suppliers of Fraport AG](#) and we expect our suppliers to comply with this code. It is based on the principles of the [UN Global Compact](#) and forms a constituent element of all tenders and contracts.

Our supplier structural analysis revealed that in 2012 we did not place an order with any countries of concern.

#### Engagement in procurement initiatives

We participated in the project "[Hessen – Pioneer for a sustainable and fair procurement](#)". The result was guidelines for sustainable procurement of products and services with public-service contracting authorities. We also signed the Conduct Guidelines of the [German Association for Materials Management, Purchasing and Logistics \(BME\)](#) and we are making a contribution to the corresponding network.

### Best Practice example



#### Conference for Management System Officers

This year's Conference for Management System Officers of the Fraport Group was held from 17 to 19 September 2012. These represent their company in the Integrated Management System Network of Fraport AG and develop the [Internal Management System \(IMS\)](#).

The approach in the network offers many advantages for Fraport. It creates a joined-up process perspective, ensures exchange of information across the Group, and consequent adoption of best-practice solutions. Network certification also facilitates costs reductions for individual companies affiliated within the network and more rigorous compliance with standards.

Representatives from Antalya, Varna and Burgas, Hanover, Lima and Vienna, and our subsidiaries at the Frankfurt site participated in the conference.

### Status of target attainment



#### Compliance/Governance

Target	Duration	Measure	Status
Group-wide implementation of a system for integrated risk and compliance management	2012/13	Definition of strategic targets and priorities for implementation	Adoption of Compliance Management System and rules of procedure for the Compliance Board in mid-March 2013. Concept for rolling out the Integrated Risk and Compliance Management System including the Internal Control System for the Group companies is in place. Continuation of relevance analysis in the 2nd quarter of 2013. Further development of the Risk Management System in the 2nd and 3rd quarters of 2013.
		Origination and implementation of communication measures and	Kick-off with domestic companies in March 2013, large majority holdings in

		coordination of the training concepts for the subsidiaries	foreign investments will follow.
Ensuring group-wide observance of the Fraport Code of Conduct by all members of staff	2012/13	Raising the awareness of Fraport personnel and training through e-learning and face-to-face events. Gradual introduction throughout the Group	Launch of training modules "Value-based Compliance" and "Culture of Trust" in February 2013. Module for Integrated Control System follows in May 2013, module for Code of Conduct in May 2013.
		Development and communication of a reference standard on practical implementation of the new Code	Drawing up an implementation strategy by March 2013, roll-out in the subsidiaries by 2014.
Firmly establishing sustainability in the corporate processes	2015	Organizational integration of sustainability management in the Central Unit Corporate Development	Implemented in October 2012
		Audit structure of integrated reporting processes	Project group starts in 2013
		Regular meetings of the Sustainability Board chaired by the Chairman of the Executive Board	Two meetings in 2012

## Procurement

### Target

### Duration

### Measure

### Status

Introduction of the Fraport Code of Conduct for Suppliers

2012-2014

Publication and communication of the Code of Conduct for Suppliers

Implemented in February 2013

Group-wide implementation in supplier management

Launched in February 2013 with implementation in supplier management of the parent company

Audit of relevant suppliers for compliance with the Fraport Code of Conduct

Suppliers of product groups and from countries with increased risk are audited separately.

Support for cross-sector initiatives and cooperation in these initiatives for implementation of standards

Fraport AG is committed to a number of organizations including Transparency International German Chapter and the UN Global Compact



## Values and Commitments

Under our approach of responsible corporate governance, we have made a commitment to compliance with internationally accredited standards such as the principles listed in the UN Global Compact, the [OECD principles](#) and the [ILO core labor standards](#). At the beginning of 2013, Fraport published two in-house [Codes of Conduct](#) with the aim of establishing these principles more firmly within the company. These codes commit employees and suppliers to compliance with these fundamental principles. The Fraport Policy forms the umbrella for all the commitments and issue-specific codes of the Group.

### ***“Fraport Policy”***



“We are convinced that sustainable business activity is the key prerequisite for our company’s ability to meet future challenges and for our claim to a position of leadership in the industry. In its role as an international provider of high-quality airport services, Fraport AG continuously works to optimize processes, products, and services with an eye to our employees, customers, owners, the environment, and society while developing responses to future challenges at an early stage. This enhances the company’s value in the long term, which benefits our employees\* and stakeholders and serves to express the increasingly sustainable alignment of our business activities. Everything we do each and every day is based on the Fraport basic values of honesty, integrity, trustworthiness, responsibility, transparency, loyalty, and fairness.

We are also committed to upholding the principles of the UN Global Compact in the areas of human rights, labor standards, environmental protection, and fighting corruption. We are also guided by the core labor standards of the International Labour Organisation (ILO), the conventions of the United Nations, and the OECD Guidelines for Multinational Enterprises.”

\* Fraport defines “employees” as meaning all employees and temporary agency workers who work for Fraport, including executives, part-time employees, working students, those employed for brief periods, trainees, apprentices, and interns.

### **Structure of the internal regulatory framework at Fraport AG**



## Compliance with human rights



Fraport respects the cultural, ethnic, social, political and legal diversity of all nations and communities. We deliberately make the diversity of our staff members a constituent element of our human-resource strategy and organizational development within the framework of [diversity management](#). The General Equal Treatment Act (AGG) forms the basis for our dealings with members of staff. All managers of Levels 1 to 4, and the employees of human-resource services receive regular training in the provisions of this law. As a representative of the highest level in the organization, the Chief Executive Officer bears responsibility for human-rights aspects in the Fraport Group. As a result of the material importance of the subject of human rights, we have made these rights a key element of our [Codes of Conduct for Employees and Suppliers](#) which is applicable throughout the Group. Fraport observes the fundamental right to freedom of association and the right to collective bargaining within the framework of national regulations. We are also committed to open cooperation with democratically elected employee representatives in an atmosphere of trust with the objective of obtaining a fair reconciliation of interests. In 2012, 95 percent of the employees in the Fraport Group were covered by [collective bargaining agreements](#).

As far as possible, Fraport supports the Federal Police in investigating and combatting international human trafficking at Frankfurt Airport, for example by passing on raw video material. Before the exchange of data takes place, the relevant data protection officers are asked to carry out an appropriate review and give their consent. Furthermore, technical security systems have been installed in cooperation with the Federal Police and the customs authorities.

## “Values Management System” of Fraport AG – track record



Anti-corruption measures or the corresponding prevention of corruption has a long track record at Fraport AG. In 2003, we introduced a Values Management System based on fundamental values, such as probity, integrity, trustworthiness, responsibility, transparency and fairness. A document entitled “Values Management System” defines the aspiration to conduct of integrity within the framework of compliance with statutory legislation and loyalty to the interests of the company, and clearly defined rules of conduct for dealing with gifts and benefits. Since 2005, this document has been a central element of the Compliance Management System. As such it has been a constituent element of the employment-contract agreements of employees and managers at the parent company in Frankfurt and at the majority shareholdings. In 2007, Fraport made a commitment to the [UN Global Compact principles](#). Following on from these standards, we decided in 2012, to develop the content of the Values Management System which had been primarily focused on anti-corruption measures up to that point. The new [Codes of Conduct for Employees and Suppliers](#) are a constituent element for the realignment of values-based compliance.

## New Codes of Conduct for Employees and Suppliers





Under the Fraport Policy, our own employees and all suppliers and service providers of the Group have to comply with the standards defined in the “[Code of Conduct for Employees of Fraport AG](#)” and the “[Code of Conduct for Suppliers of Fraport AG](#)”.

The Codes were adopted by the [Sustainability Board](#). The gradual introduction of the Codes across the Group has already started and this process is managed by the Central Unit “Corporate Compliance, Risk and Values Management”.

## Whistleblower Systems



Fraport has implemented a whistleblower system at many of its sites. This is an important tool for identifying or uncovering breaches in codes. In 2009, Fraport introduced the [electronic reporting system BKMS®](#) in the parent company. Fraport employees, business partners and customers have the opportunity to submit confidential reports about irregularities around the clock using an Internet-based communication platform. Access to the system is provided through the Fraport website. This means that information on corruption, economic crime, and infringements of standards of conduct can be notified in confidence throughout the world at any time. The anonymity of the whistleblower is systematically ensured. The factual content of every notification is intensively reviewed and sanctions are introduced as necessary. The whistleblower system was implemented at our Group subsidiary Fraport Twin Star Airport Management AD in Varna und Burgas in 2009, at our Antalya site in 2010, and in Lima in 2011. On 1 December 2011, Fraport also appointed an external lawyer as an Ombudswoman. She additionally accepts reports on company-related crimes, inadmissible business practices and serious infringements of regulations. The ombudswoman is bound by a lawyer's obligation of confidentiality and is available as a contact to individuals inside and outside the company who do not wish to approach the responsible internal offices within the company. Since 2003, employees at the Frankfurt site have also had an internal ombudsperson they can turn to.

You will find further information on our electronic reporting system [here](#).

## Best Practice examples



### E-Learning

In 2012, Fraport developed special e-learning courses to meet the enhanced requirements for compliance. The courses were launched in February 2013. They are intended to support Fraport's cultural values and to help our employees behave correctly. The courses also provide information about the wide range of issues in value-based compliance. Over the next three years, further e-learning modules are planned with learning time of 20 to 30 minutes each. The following courses are being offered in 2013:

- Code of Conduct
- Value-based compliance
- Dealing with gifts and benefits
- Dealing with events and invitations
- Culture of trust (who can I turn to?)
- Internal Control System (ICS)

The concept tailored to different risk groups helps in refreshing existing knowledge and in familiarization with relevant new knowledge. The specific target groups are managers at levels 1 to 4 with responsibility for human resources and portfolio owners, senior managers, and technical officers. The courses are also intended for members of staff from specific Central Units in the Fraport parent company such as “Central Purchasing, Construction Contracts” and “Global Investments and Management” and groups of people with selected functions in sales, project managers, and insiders in accordance with insider regulations.

### Business partner audit

Since 2012, the due diligence audits carried out in the course of acquisition projects also include the integrity of our (potential) business partners.

You are here: Dialog



## Dialog

Airports are a matter of great interest in the public domain. They regularly present an issue for industrial, social and political debate. As an operator of one of Europe's biggest airports, this naturally also applies to Fraport and here in particular to our main site Frankfurt Airport. We interpret the ensuing dialog as an important tool which enables us to gain ideas for the strategic alignment of the company and provides us with indications for [risk management](#). As a "learning organization" we are also geared to progress in science and technology.

Global challenges such as [climate change](#) are the main focus for some of our stakeholders, while [aircraft noise](#) is the most important issue for many people in the surrounding of the airport. Other groups of people are engaged in issues relating to the [competitiveness](#) of the company and the region, and the retention and creation of [secure and attractive jobs](#). Other stakeholders are focused on [environmental protection](#) and [future-proof mobility](#). We have to accommodate many diverse stakeholders' interests and sometimes they are irreconcilable or even contradictory. We are able to implement many ideas but not all. Nevertheless, we are convinced that the exchange of information contributes to mutual understanding and facilitates solutions which find a broad consensus.

**"How do you take account of the interests of your stakeholder groups?" – Fraport employees asked**

### How do you address the concerns of employees at Fraport?



**Frank Cornelius**  
Internal ombudsman

Frank Cornelius, as an internal ombudsman is a contact for anyone seeking advice and for whistleblowers.

*"Naturally, any problems need to be addressed openly. Generally speaking, staff members at Fraport address their concerns in such cases to their direct supervisors. But this is not always possible. In cases like this, employees need a trustworthy, experienced listener, counselor and mediator as a point of contact. Everyone who works for Fraport at the Frankfurt site can get in touch with me in person or anonymously if they have a suspicion that breaches of the law or*

### What approach do you take for complaints about aircraft noise?



**Consuela Galasel Cunto**  
Head of the Service Center for Neighborhood Inquiries

Consuela Galasel Cunto has a team of eleven and they primarily deal with complaints about the issue of aircraft noise, as well as providing information for anyone with an interest in noise abatement and noise from aviation.

*"We take every complaint seriously. I can frequently understand that neighbors are upset, for example if their peace at night is disturbed by a plane flying overhead. We look at these and similar cases to establish whether a pilot has acted in contravention of the rules. If this proves to be the case on the basis of the*

infringements of the Fraport Code of Conduct have taken place. The concrete reasons for this may be infringements of rules, such as hostility to foreigners, sexual harassment, bullying and discrimination. Alternatively, the reasons may relate to criminal acts, such as corruption, or other forms of fraud. I carefully look into all the notifications I receive and introduce appropriate measures. This work constitutes one important building block out of many required to maintain a culture of trust at Fraport.”



measured values, we forward the complaint to the Noise Abatement Officer of the State of Hesse, who may institute financial penalty proceedings. However, frequently we have to ask for people's understanding that in certain emergency situations, such as a passenger being taken ill, exceptions have to be approved. While we are talking to the person complaining, we also point out individual solutions. For example, the assistance we give includes helping neighbors to submit claims relating to reimbursement for passive noise abatement measures.”



**Compliance, values and risk management are issues that have been undergoing accelerated development for some years now – how do you accommodate social and statutory changes in your work?**



**Otto Gieß**  
Senior Vice President  
Corporate Compliance,  
Risk and Values  
Management

Otto Gieß represents Fraport in the committees of Transparency International Germany and other NGOs for issues relating to compliance.

“It is important for companies to identify and take account of social developments. For example, our corporate membership of Transparency International (TI) Germany is very helpful for my work. I exchange information with experts from business, academia and non-government organizations (NGOs) at regular working group meetings and whenever necessary. I also maintain a wide network of contacts, for example in the Forum Compliance & Integrity, a forum affiliated with the European Business Network Ethics Deutschland E.V. Representatives of major German companies operating nationally and internationally meet here to exchange information on their experiences. This is necessary in order to keep up to speed with issues and events, and get information about which development trends are of concern to companies and the general public. On the other hand, as a representative of Fraport I am also in a position to bring experiences from practical situations to the debate. The participants in such meetings are particularly interested in how we manage to prevent corruption and other violations of rules despite the large sums involved in capital expenditure. I am often asked about our experiences with the whistleblowing tool that we rolled out across the Group at an early stage. When implementing the new Code of Conduct, we are able to learn from other organizations about different speeds of implementation and improve our performance on this aspect.”

**How does the dialog between companies and government agencies contribute to airport safety and security?**



**Erich Keil**  
Vice President Corporate  
Safety and Security

Erich Keil represents Fraport in the Global Player Initiative, a dialog forum of the German Federal Criminal Police Office.

“I am convinced that security can only be guaranteed in a globally networked world if the responsible managers openly exchange information about the risks. Good communication between companies operating on the international stage and the security authorities about issues like business crime, human trafficking, corruption and defense against terrorism is indispensable. This is why we participate in the [Global Player Initiative](#) of the German Federal Criminal Police Office alongside 54 other German companies. This initiative has created a network between the involved companies and the Federal Criminal Office with the objective of quickly being able to exchange information relevant to security as the situation arises. For us as representatives of companies, one of the uses of this network is the ability to get information about the security situation in foreign markets where Fraport is active or would like to be operating. The exchange of information is therefore useful for travel security in our company and for prevention of incidents in areas which might be relevant for Fraport AG in future.”



### **How do you deal with passengers' complaints at Frankfurt Airport?**



**Thomas Kirner**  
Senior Executive  
Manager Service Quality

Thomas Kirner heads runs the Service Quality Department at Fraport. Management of passenger feedback is one of the areas he is responsible for.

*"The contact with passengers offers us the opportunity of obtaining feedback and hence bringing about improvements irrespective of the channel of communication. We have made an undertaking to provide a definitive response to every concern within a period of five days and this is our way of showing passengers that we respect their concerns. This approach follows a series of principles for efficient complaints management. As a result, passengers are able to get in touch with us easily. We respond quickly to enquiries, we keep to our commitments and we show goodwill in cases of doubt. Internally, we use the complaints to analyze and eliminate potential weaknesses in our services. We have introduced the concept of "learning from complaints" to reflect this. Not least as a result of this concept, we have been able to significantly raise the satisfaction of passengers with Frankfurt Airport during recent years."*

### **What is your approach to the concerns of the airlines?**



**Lars Mosdorf**  
Senior Executive  
Manager Airport Charges  
and Licensing

Lars Mosdorf is "Senior Executive Manager Airport Charges and Licensing" and is involved in consultations between Fraport and the airlines.

*"Naturally, for us as an airport operator, airlines are among our most important customer groups. We continually exchange information with them in order to closely coordinate all the relevant operational and strategic issues. For example, a consultation takes place with users every year on the issue of airport charges. There are also further meetings between working groups. An external authority, in our case the Hessian Ministry of Economics, Transport, Urban and Regional Development, approves airport charges in accordance with Article 19b Air Traffic Act. We are therefore able to talk in terms of institutionalized liaison and a transparent exchange of information with this group of customers."*

### **How do you exchange information with the operators of shops and food and beverage outlets at Frankfurt Airport?**



**Ute Pohl**  
Vice President for Airport  
Retailing

Ute Pohl heads the retail business for Fraport. The department regards itself as a partner with qualified retail know-how, which operates on an equal footing with its customers – the tenants.

*"The intensive exchange of information with our tenants is the focus of our activity. This is also reflected in our organizational structure. Our teams offer Fraport's customers contacts with expertise for their particular sector, whether that happens to be in the areas of Duty Free, Fashion, Food & Beverage, Travel Needs or Services. Apart from specialist expertise on retailing, we also have specific know-how on the airport business. We have in-depth knowledge of the technical and operational challenges confronting retailers on the ground and we also know the mindsets of their potential*

### **How do you incorporate requirements from the area of sustainability into corporate development?**



**Nicole Scheer**  
Senior Executive  
Manager Sustainability  
Strategy and Reporting

Nicole Scheer represents Fraport in dialog with stakeholders on sustainability issues and is responsible for sustainability assessments and ratings.

*"As an airport operating in the international arena, Fraport is in the public eye. A great deal of attention is understandably directed toward the issue of aircraft noise, but our services in other areas are also scrutinized. The ratings and assessments for the major sustainability indexes like Dow Jones Sustainability Index or FTSE4Good and the requirements defined by the Global Reporting initiative (GRI) and the future-ranking project for sustainability reports by the Institute for Ecological Economy Research (IÖW) are good indicators for the challenges which Fraport currently faces and*



customers – the passengers. We are familiar with the passengers' needs and the characteristics of their purchasing behavior. Quantitative and qualitative market analyses are used to continuously monitor these factors. This information is shared with our lessees on a regular basis in the form of standardized retail communication through newsletters, our "Retail World" customer magazine established specifically for this purpose, and naturally in direct dialog. This approach enables us to work with our partners in retail and from the food and beverage sector to provide an even better offering to meet the continually changing desires of our guests."



will be confronted with in the future as an employer and as part of the air traffic industry. In the course of discussion with non-government organizations (NGOs), associations and representatives of other companies, as well as with Fraport's internal business units, I review the issues I believe we should address and make appropriate proposals, for example in our [Sustainability Board](#). We define many of the issues emerging as significant for Fraport in the Sustainability Program that is updated every year.

One example: Fraport runs many buildings, systems and a great deal of equipment. Exchange of information with stakeholders, including airport operators in other countries, has taught us that we will only be able to reduce our energy consumption efficiently and cost-effectively if we first take measurements – and do not simply draw up a balance sheet retrospectively. We have been following the principle of "What gets measured gets managed" by introducing an accounting-based system of CO2 controlling in order to identify potential for making energy savings and achieve the [CO2 reduction target](#) defined in the Sustainability Program."



### **How do you incorporate the concerns of airlines in the operation of infrastructure in ground handling services?**



**Natalie Schwalm**  
Senior Executive  
Manager Ground  
Services Infrastructure,  
Charges

Natalie Schwalm coordinates the work of the User Committee for Ground Handling Services.

"We organize the User Committee twice a year and the representatives of all airlines are invited to the Frankfurt site. We report in this committee on the latest status and the further development of infrastructure at Frankfurt Airport which is used by the ground handlers, such as the baggage conveyor system. The airlines have high standards for the availability, dependability, and efficiency of infrastructural facilities. We take on board requests, questions and ideas expressed by the airlines and implement them if possible. A working group meets on a monthly basis and takes a detailed and in-depth look at individual issues with the aim of creating maximum transparency for the airlines. The airlines value the close cooperation with Fraport in an atmosphere of trust. In this way we generate acceptance among our airline customers so that we can meet the requirements for infrastructure operation."



### **How do you enter into dialog with the neighboring residents impacted by noise?**



**Wolfgang Spangenberg**  
Political Communication

Wolfgang Spangenberg, ten team members and the Fraport Infomobile visit the town and communities located around Frankfurt Airport in order to talk to and answer questions from the people living there.

"We park our Infotruck in central squares and provide information in response to any questions people ask about the airport and aircraft noise. However, we spend most our time listening. My colleagues have registered voluntarily for the neighbor dialog. They generally come from one of the affected communities and are familiar with the issues that concern local people. The residents affected can engage in a personal conversation with us and get information about the circumstances that enable them to receive noise abatement windows. We can also explain the modalities of the "Casa" program whereby we purchase their houses. Anybody interested in technical issues can also use an interactive terminal in the Infomobile to track the latest information on aircraft movements in the Frankfurt/Rhine-Main area, look at corresponding aircraft-noise profiles and find out about our vision for the airport of the future."







## Our Stakeholders

Our stakeholder dialog activities are derived from the most relevant areas of action for the company defined in the [Materiality Matrix](#). Fraport targets these activities on all the stakeholder groups that are material for the company. They include passengers and visitors to the airport, business partners, potential investors and owners, the community, politicians and government agencies. Special emphasis is placed on the neighbors of our locations who are impacted by aircraft noise, and on the employees working at Frankfurt Airport as Germany's biggest workplace. More than 75,000 people work at Frankfurt Airport and Fraport bears responsibility for them and specifically for their own employees. The Fraport Group also maintains intensive contacts with its main customers, the airlines, so that it can exchange information regularly on a broad range of issues and agree operational measures. A comprehensive overview of the existing contacts and forms of our stakeholder forums is provided in the table "[Stakeholder engagement](#)".

You will find more information on our most important stakeholder groups in the following overview:

### Passengers



In 2012, an average of some 158,000 passengers each day used the infrastructure of Frankfurt Airport. They exert a major influence on the corporate success of Fraport by their decision to book a flight from, to or through Frankfurt. The satisfaction of passengers is a top priority for us. That is why we launched the service program "[Great to have you here!](#)", to set up joint advisory councils, carry out regular surveys, and operate systematic [feedback management for passengers](#) (Statement Thomas Kirner).

More on this in the section [Customer satisfaction](#).

### Airport visitors



Although visitors do not use the airport in the same way as passengers, they play an important part as customers of our retail partners and in other roles. If they are satisfied with the services offered at the airport and the transport link, this positive perception transforms them into ambassadors for "Fascination Airport".

### Airlines



The airlines are direct customers of the infrastructure and service package offered by Fraport. They expect safety and security, punctuality, reliable and rapid ground handling to keep the unprofitable time spent by aircraft on the ground to a minimum, and good passenger and freight services for the satisfaction of their customers.

#### Sample dialogs:

- [Airport charges](#) (Statement Lars Mosdorf)
- [Infrastructure operation of the ground handling services](#) (Statement Natalie Schwalm)

More on this in the section [Customer satisfaction](#).

## Business partners



Our business partners are very diverse. The business relationships with them are long term and they are defined by fair dealings with each other. For example, we support our [retail customers](#) (Statement Ute Pohl) as a partner with expert know-how.

More on this in the sections [customer satisfaction](#) and [Intermodality](#).

## Owners and investors



As a company listed on the stock exchange, statutory regulations mean that we have to provide relevant information on our financial situation to the financial market and other interested stakeholders, such as the financial press and the banks. This information relates to important changes and developments in the business of Fraport AG. Our Annual General Meeting held once a year is part of this information process. We also maintain regular contact with our investors and analysts, meet them in the context of roadshows and conferences, field trips taking place at the airport, and dedicated Analyst Conferences and Bankers' Days. We also provide a wide range of publicly accessible information, such as annual and quarterly reports, visual fact books, and traffic statistics.

More on this in the section [Owners](#) and on [www.fraport.com](http://www.fraport.com).

## Community



The entrepreneurial activities of Fraport affect not only the Group airports in many different ways, but the people living in the countries and regions around our sites. They experience Fraport and Frankfurt Airport as the gateway to the world, an engine for jobs, a destination for a day trip, and as an investment opportunity. Unfortunately, some of our neighbors are also impacted by aircraft noise. Whatever their situation, people expect us to provide them with transparent decisions and to arrive at a balance of interests.

#### Sample dialogs:

- [Regional dialog](#) (Statement Wolfgang Spangenberg)
- [People affected by aircraft noise](#) (Statement Consuela Galasel Cunto)

More on this in the sections [Community](#) and [Noise abatement](#).

## Employees



The performance and consequently the business success of Fraport are decisively dependent on our qualified and motivated employees. Fraport therefore offers its employees attractive opportunities for career development and employment models. The Fraport Barometer asks them about their satisfaction and involvement in management processes, for example through internal advisory committees, such as the Committees on [Job Safety and Traffic Safety](#). The Executive Board fosters dialog with employees through formats such as the [Intranet portal "Question time Executive Board"](#) and meetings in the series ["Executive Board on the Ground"](#). The Works Council of Fraport AG represents the interests of the employees at the parent company. The Fraport employees of the subsidiary companies at the Fraport site are represented by the Group Works Council and the Works Councils of the subsidiary companies. The Works Council and the Executive Management provide the employees with information about the latest news in the company at regular company meetings and invite those present to take part in a discussion.

More on this in the section [Employees](#).

Fraport has established the position of an [internal ombudsperson](#) (Statement Frank Cornelius) as a point of contact for people seeking advice and whistleblowers who do not wish to pass on the information along the normal reporting channel.

More on this in the section [Governance](#).

## Politics, government agencies, associations and organizations



Fraport fulfills an important social function with its infrastructure facilities. Accessibility, safety and security, and maintenance of this infrastructure are in the public interest. Accordingly, airport operation is regulated and monitored by government agencies. Lawmakers and government authorities exert a significant influence as creators of framework conditions and the competitive environment. Fraport makes use of its membership in associations and contact with other companies on issues where a high level of networking is required. These include, for example, the corporate implementation of sustainability.

### Sample dialogs:

#### • Associations

Through the [Federal Association of the German Air Transport Industry \(BDL\)](#) the German air-transport industry can express its concern with one voice. Airlines, airport operators – including Fraport – and air-traffic control are represented in the BDL. They develop common positions and represent these through the BDL in the public domain. Fraport has been participating proactively in the ["Four Liters" Campaign](#) launched by the BDL in 2013. This provides information on the actual fuel consumption in air travel with the intention of dispelling urban myths. Fraport also pursues its interests through membership of other sector organizations, for example the [German Airports Association \(ADV\)](#), the [Airports Council International \(ACI\) Europe](#) and in [ACI World](#). Fraport also engages with numerous institutions, projects and initiatives at regional level.

#### • Organizations and initiatives

Alongside work with associations in sector organizations, Fraport is also a member of numerous organizations in the sustainability community. The Group is committed to the principles of responsible corporate governance at all Group sites and has also made a commitment to comply with internationally accredited standards of conduct for companies. In July 2007, Fraport signed the ten principles of the UN Global Compact (UNGC) and since then has been playing an active role in the German UNGC network. The company also complies with the [ILO core labor standards](#) and the [OECD principles for multinational companies](#). Since 2002, the Group has also been working with the anti-corruption organization [Transparency International Deutschland e.V.](#). Fraport makes a commitment to environmental protection, health promotion and sociocultural objectives in the construction of buildings through its membership of the [German Sustainable Building Council \(DGNB\)](#). Fraport is also a member of the [Sustainable Business Roundtable](#) established by the European School of Management and Technology (ESMT) in 2011. This council provides a forum for the exchange of theoretical and practical information on sustainable corporate governance between universities, business, and other stakeholders.

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You are here: Employees



## Employees

Fraport is one of the biggest employers in the Frankfurt/Rhine-Main region. Around 90 percent of our 20,963 employees work at Frankfurt Airport. The Group responsibility for secure jobs and positive career development opportunities naturally extends to employees working at our sites outside Frankfurt. For reasons of materiality, [reporting](#) in this section mainly relates to developments in Frankfurt. You will find more information on other major airport sites [here](#).

### Fraport Group: Employees

	2011	2012	(Shares for 2012 in %)
Fraport Group (total) *	20,595	20,963	
in Germany*	18,391	18,939	90.3%
outside Germany*	2,204	2,024	9.7%
Fraport parent company*	11,226	11,302	53.9%
Subsidiaries, affiliated companies*	9,369	9,661	46.1%
Employees on the reference date**	21,445	22,276	

\* Average annual number of employees not including apprentices and employees on leave according to IFRS

\*\* Employees including temporary staff, apprentices and employees on leave as at 31 December according to the Global Reporting Initiative (GRI), value for the previous year adjusted

As a company operating on the global stage, we are committed to the principles and standards of conduct enshrined in the UN Global Compact, the ILO core labor standards and the OECD guidelines for multinational companies. We developed a Code of Conduct in 2012 with the aim of making the associated obligations even more transparent. This code is to be binding for all employees of Fraport AG. At the beginning of 2013, it came into force in the parent company and will gradually be introduced throughout the Group.

Comprehensive human resources management that has a strong focus on the needs of employees has a big tradition at the Fraport parent company. As the demographic change gathers pace, a profile as an attractive employer is likely to become increasingly important. It is therefore reasonable to assume that the recruitment of personnel with the right qualifications will become more difficult. Up to now, we have not detected any critical effects that compromise our business operations. However, we are making detailed preparations to meet the coming changes head on. This means that we need to get the work-life balance right and promote diversity even more effectively among our employees. The positive opportunities for individuals to develop and the career options available in specialist areas are combined with an attractive remuneration and incentive system to enhance our appeal in the job market and to contribute to

stimulating the motivation of our employees. We have taken the aging workforce into account by revising our packages for training and career development alongside the latest methods available for promoting occupational health and safety.

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## Appeal as an Employer

As far as Fraport is concerned, appeal as an employer is a key factor for ensuring the long-term achievement of business success for the Group. We will only be fit for the future if we succeed in attracting qualified personnel as a fair employer, motivate our people with good working conditions and opportunities for development, and retain their loyalty over the long term. This approach has paid off in the past. The performance of Fraport as an employer is demonstrated in the long staff service records and low employee turnover rate. More than half of the workforce has been working with the company for longer than 15 years.

Fraport has received a number of [awards](#) for its qualities as an employer in accredited competitions. The Graduate Barometer published by research institute "trendence" has ranked the Fraport parent company among Germany's top employers for a number of years. Once again, the leading position was confirmed in 2012.

Fraport also fosters assessment of the company by its members of staff. Every year, we carry out a survey throughout the Group with the aim of evaluating employee satisfaction on a variety of aspects of their working life, starting with the working atmosphere, moving through career development opportunities, to safety at work. Measures are derived from the results which are intended to lead to an increase in satisfaction and commitment of employees. In 2012, the "Group Barometer" was suspended so that a more concentrated focus could be placed on implementing appropriate measures indicated by the last survey. The effectiveness of these measures will be assessed in the Barometer 2013.

### Challenge of demographic change



The project "Act today – Fraport 2015" forms the platform for the ongoing development of our human resource strategy taking particular account of demographic change. In 2011, we carried out an age-structure analysis in the parent company and our subsidiary Airport Personal Services (APS) so that we are in a better position to appraise the personnel requirement and potential problem areas over the medium and long-term perspective. The evaluation demonstrates that the average age of employees in the Fraport parent company is likely to increase to nearly 50 years of age by 2020. The increase in average age is generally associated with a rise in the number of days of absence. Fraport operates with a nuanced package of [health management measures](#) within the company to counteract this trend. The recruitment of suitably qualified personnel is also likely to become more sophisticated. Over the next ten years, new appointments have to be made for more than half of the current jobs in trade and technical vocations. The level of recruitment required among supervisors in ground handling services is even higher.

A number of objectives were derived from the age structure analysis with the aim of taking this development into account. The workability of the employees up to pensionable age is the top priority and this needs to be maintained and promoted. The long service record with the company and the increasing average age make this issue particularly urgent. Moreover, [diversity](#) of the workforce needs to be increased further.

In order to highlight the requirement for action in the different segments of the Group, the results derived from analysis



are communicated at the level of selected employee groups throughout all the Strategic Business Units and in the Service Units, as well as being disseminated through the Works Council. Since the end of 2012, the alignment of expert workshops has moreover been agreed with the managers of the Business Units and Service Units in order to identify the requirements for action in specific areas.

### Focus on training

We have used the analysis results to focus our human resources work more intensively on specific goals. As a result we defined the subprojects "Age and age-compliant work organization", "Life-cycle learning" and "Strengthening the employer brand" in 2012:

- "Age and age-compliant work organization": By integrating the functions of occupational medicine and occupational safety we ran a pilot project in Baggage Services to develop a system for determining the physical load capacity for an individual. We tested a number of concepts including the effects of mixed work and workplace rotation. We will continue to expand these initiatives to other operational areas of the company.
- "Life-cycle learning": Our existing programs for career development of personnel and managers are being revised and developed in light of demographic perspectives. One example was the design of a seminar offering appropriate packages to promote physical, mental and psychological fitness in older employees. Another new aspect involves measures to raise the awareness of managers to the leadership issues with teams of mixed age groups, for example with a leadership style tailored to specific age groups.
- "Strengthening the employer brand": We are intensifying the presentation of the employer benefits provided by Fraport in internal and external media with the aim of attracting qualified next-generation staff and fostering their loyalty, with particular focus on trainees and former apprentices.

## Combining career and family



Many of our employees are confronted by major challenges as they try to combine career and family commitments, such as providing care for relatives or looking after children. This obligation is particularly difficult to uphold if they work on alternating shifts. Fraport supports its staff by offering them a large range of benefits. They range from assistance in structuring parental leave and many different options for childcare, through counseling on issues like home care for relatives, to family-friendly work time structures wherever this is possible. Our family-friendly approach has been awarded the "berufundfamilie" (career and family) certificate by the Hertie Foundation several times. The latest developments were reported in the Annual Review 2012 and were certified by the Hertie Foundation. The next [follow-up](#) audit will take place in 2013.

Since October 2012, our Executive Director Labor Relations Michael Müller has been an ambassador for the corporate program "Success factor family" promoted by the Federal Ministry for Family Affairs, Pensioners, Women and Young People for the State of Hesse. He communicates the relevance of the issue for Fraport through his [personal commitment](#).

### Counseling on career and family

Employees of the parent company can access online the services offered by our counseling partner [pme Familienservice GmbH](#) and find out about the different options for providing support to relatives in need of care or childcare. Furthermore, pme provides a mediating service for childcarers and au-pairs, as well as giving advice on private matters, such as income and financial matters. Since 2012, all the counseling packages available to members of staff have been summarized in a brochure.

Our employees working in ground handling services operate within in a shift system and have to work alternating shifts. This makes it difficult for them to get information from the counseling and support services offered by the family service. That's why our Social Issues Service Center launched the information campaign "Family Service Mobile" in July 2012 and took it on a roadshow through all the areas with ground handling services.

### Family-friendly work time models

After the positive experiences in recent years, home workplaces are still being promoted at Fraport. 178 employees were spending some of their time working from home in 2012 (2011: 127 employees).

There are also other opportunities for structuring working hours flexibly. For example our employees are able to take leave if a child is ill or a relative requires care. Apart from paid release under the collective agreement for public service workers, there is also the opportunity to take unpaid leave (known as family break). An array of options for building in more flexibility is also available, such as changing duty rosters or part-time and flexitime work.

### Support packages expanded

We also take the strain off our employees through our childcare packages. For example, flexible, low-cost childcare is available at the "Fluggi Land" childcare facility at the Frankfurt site. We also continued to expand the range of different support options in 2012 and we are planning to acquire further nursery places in local-authority daycare facilities.

#### **Network care**

The Employee Survey from 2011 indicates that 15 percent of the employees working in the parent company are involved in the care of a relative or they are solely responsible for it. We launched the "Network Care" initiative at the end of 2011 in order to provide them with support. The purpose of this network is to bring affected employees together, promote exchange of experiences and facilitate help for self-help. In 2012, the network also joined forces with the charity Caritas Frankfurt to hold a care seminar in five modules on issues like "preventive care", "back-friendly care and care with less effort" or "understanding and carrying out doctor's treatments". More than 100 employees take up the opportunity to receive advice and attend the events on career and caring.

#### **Family-friendly facilities for employees in Antalya**

At [Antalya Airport](#) Fraport runs all three terminals through the company ICF Airports together with a second shareholder. The human resources management on the ground allows employees to combine career and family with a number of measures including part-time employment and a flexible structure for working time. At special events like wedding, birth or death, families are granted a special financial allowance.

### **Working conditions and co-determination**



Fraport is committed to ethical principles for dealing with employees and has enshrined these principles in the [Code of Conduct for Employees](#). Company managers and employee representatives are cooperating to implement the values and principles defined in the Code of Conduct.

A top priority for Fraport AG in company co-determination is to foster a lively dialog with employees. The local Works Councils and the Group Works Council are important bodies for this communication. The latter represents around 20,000 employees in the German subsidiary companies and affiliated companies on matters which relate to the Group or several Group companies. 44 meetings of the Works Council at the parent company were held in 2012, while the Group Works Council came together nine times during the course of the year. Just as in Frankfurt, Fraport also ensures that employees have the basic right of freedom of association and the right to collective bargaining payscale negotiations, also at their international sites where they have a major shareholding. We are committed to open cooperation in an atmosphere of trust with democratically elected employee representatives and we use this process to work towards achieving a settlement that is fair for all interests. A company group from the SUTRALAP union was set up at our subsidiary company Lima Airport Partners (LAP) under the national legislation in Peru and a collective payscale agreement was concluded with the union. We facilitate a regular exchange of views with SUTRALAP. We met at fortnightly intervals to negotiate a collective agreement. We have also proposed [regular monthly meetings](#) for the future.

#### **Working time and pay rules under the collective agreement**

Around 95 percent of all employees in the Fraport Group are employed and paid on payscales defined under collective agreements. For example, the collective agreement for public service workers (TVöD) applies to the Fraport parent company and its subsidiaries FraCareServices GmbH (FraCareS), Frankfurt Passenger Service (FPS) and Media Frankfurt GmbH (media). A separate in-house collective agreement covers staff working at Airport Personal Services GmbH (APS) and FraSec Fraport Security Services GmbH. The collective agreement for the catering industry covers staff at Airport Cater Service GmbH (ACS) and the collective agreements for transport and traffic business govern staff at Fraport Cargo Services GmbH (FCS).

In March 2012, the collective bargaining partners for the employees covered by the public service workers agreement (TVöD) agreed a staged increase in monthly pay of 3.5 percent from March 2012 and 1.4 percent from January 2013 and again from August 2013. The collective agreement also defines a performance-related payment to supplement the basic salary. The level of the incentive payment is a percentage of the regular pay of all the collective-payscale employees from the previous year. The percentage for the assessment year 2011 was 1.5, and 1.75 for 2012 and will be raised to 2 percent in 2013.

In order to provide further performance incentives, the Fraport parent company makes available a budget of 2.8 million euros each year in addition to the 5.28 million euros of performance-related payments agreed under the collective payscale. Depending on the pay group and the payscale level, the average performance bonuses were between 2.4 percent and 5.7 percent of an annual salary and vary between 660 euros and 2,920 euros. In 2012, a total of 8.08 million euros were paid out to employees covered by the collective agreement for public-service workers (TVöD) for the previous year 2011.

The employees of the Fraport parent company working in the workshop facilities at Frankfurt Airport are paid under a

bonus wage system rather the performance incentive system. The rules are based on the time targets defined by the automotive manufacturers for work processes in car service centers and involved a total of 127 employees in 2012. If less time is required for work processes, corresponding bonuses are paid out. These amounted to between 1,600 euros and 5,200 euro per person in 2012 and came to a total volume of 420,000 euros.

All collective bargaining regulations for working time follow the definitions of the Working Time Act (Arbeitszeitgesetz) pursuant to the corresponding EU directive. Apart from the general regulations defined by the collective agreement for public service workers, the Fraport parent company is governed by specific regulations under this agreement and the regional collective agreements. The legal sources to be applied in each case are assessed on the basis of the ranking and favorability principle. No further guidelines or standards are therefore required in order to regulate the working times.

There is also a performance-related remuneration system for non-payscale employees. It is related to a percentage of the annual salary and depending on the pay group may amount to up to 20 percent of a person's annual salary.

#### **Company pension plan**

All employees working for the Fraport parent company under collective agreements are insured with the supplementary pension scheme (ZVK) Wiesbaden from the time they start working for the company. All employees receive a supplementary pension under the collective payscale rules. The employer is responsible for financing most of this insurance. Furthermore, employees can top up their company pension plan by making their own contributions through salary conversion.

#### **Workable compromise in collective payscale conflict**

In February 2012, the Air Navigation Services Union (GdF) demanded adjustments to salary, working time and one-off payments amounting to between 50 and 70 percent as well as their own collective agreement for some 200 employees from the areas of apron control, traffic control center and apron inspection. The level of these demands and their expansion to other employee groups combined with the fact that the desired separate arrangement would call into question the well-established bargaining unity at Fraport was not acceptable to the company management. Executives responded with comprehensive measures to deal with the strike by the Air Navigation Services Union. Flight operations were maintained up to a level of around 70 to 80 percent. The solidary strike announced by the air traffic controllers from the German Air Navigation Services (DFS) was prevented by a temporary injunction issued by the responsible employment court. However, Fraport and the airline companies sustained significant economic losses.

After more negotiations had taken place, Fraport agreed with the Air Navigation Services Union on 21 March 2012 to implement salary adjustments for the employees working in the traffic control center and apron control. A dedicated collective agreement was introduced for the employees working on apron inspection although this did not have any improvement compared with the collective agreement for public-service workers (TVöD). We established new subsidiary companies – FRA Vorfeldkontrolle GmbH and FRA Vorfeldaufsicht GmbH – so that the dedicated collective agreements could be introduced and integrated the three areas that had been subject to strikes.

#### **Qualification of temporary workers**

Fluctuations in traffic volume during the day and over the course of the year mean that we require flexible personnel levels in our operations. Fraport leases temporary workers through its subsidiary company Airport Personal Service GmbH (APS). Half of the employees have an unlimited contract of employment, new contracts are limited to the first two years. A top priority for the subsidiary company is to employ the personnel appointed on a permanent basis and cooperates with the Fraport parent company to invest in their career development. In 2012, more than 400 employees were therefore employed at APS. In the 2012/13 season, the Fraport subsidiary for the first time itself took responsibility for around 400 seasonal workers to support winter services.

#### **Non-payscale benefits**

Under a company agreement, we offer employees of the parent company the opportunity to purchase shares in Fraport. The [company share scheme](#) gives employees the choice of having the additional allowance paid out in cash or to receive the equivalent amount in the form of Fraport shares. In the year 2012, 60.4 percent of the employees in the parent company entitled to participate opted to have the share model offered. The percentage was slightly lower in the previous year at 60.1 percent.

All Fraport employees working at the Fraport site also receive further supplementary benefits and have access to counseling packages:

- The Job Ticket provides our employees with the opportunity to travel on public transport between home and work free of charge.
- The diverse range of support packages from our Family Service helps to harmonize the demands of career and family and keep the work-life balance right.

- Our company health management supports employees with preventive and fitness packages.
- The Fraport parent company makes a performance-related additional payment through the Cafeteria-System.

Moreover, Fraport employees benefit from discounted fuel and parking, and eat subsidized meals in the company restaurants.

Fraport tailors supplementary allowances to local requirements at affiliated companies outside Germany. For example employees at [Antalya](#) are offered the opportunity to select private health or life insurance for themselves and their family members.

At our foreign sites where we have a majority holding, we pay above-average salaries compared with the level in individual countries. The remuneration paid to our employees at the Antalya location is therefore significantly above the standard pay levels for the area.

## Best Practice examples



### Group-wide ideas management

Our employees frequently have precise ideas about how our services, workflows and the working environment could be improved. We operate an internal system of ideas management in order to make the most of their creative suggestions and to inspire their commitment and generate more ideas. The acknowledgement that this system gives our employees also makes a contribution to enhancing employees' loyalty and their motivation. All managers are asked to encourage employees to develop and hand in improvement proposals. They make sure that they are appraised and implemented quickly. In August 2012, we expanded ideas management to all subsidiary companies operating at the Frankfurt site through an agreement reached with the Group Works Council. Since then we have been able to take advantage of the innovation potential of around 20,700 people.

During the course of 2012, our members of staff handed in some 817 ideas and we paid bonuses amounting to a total of 133,330 euros. Implementation of around 11 percent of the proposals enabled us to achieve savings amounting to 344,557 euros. Both indicators rose compared with 2011. The ideas submitted during 2012 include the suggestion to install a standby link on the desktops of all PCs. One click enables the computer to be put in the energy-saving standby mode. Apart from energy savings on all PC workstations, IT security is also increased because unauthorized persons are unable to access the data.

We also offered a group-wide innovation prize for the first time in 2012. This generated a big response with more than 320 proposals being submitted and the award ceremony for the prize was held at the beginning of 2013.

### Internal communication

Apart from [performance-related remuneration](#) and good career development opportunities, we would also like to contribute to employee satisfaction with open and lively communication. Our staff magazine published every fortnight gives employees the opportunity to find out about internal issues and to publish articles on subjects from their own sphere. Our employees also have the opportunity to talk to members of the executive management in person with the event series "Breakfast with the Executive Board". The program "Executive Board on the Ground" facilitates an exchange of views between individual members of the Executive Board and employees through regular visits at their workplaces. The portal "Question time Executive Board" also gives employees a direct line to Members of the Executive Board on the company's dedicated Intranet. Members of staff are able to put their questions there and the responses are then published online.

## Status of target attainment



Target	Duration	Measure	Status
Increase in employee satisfaction measured by the Group Barometer from 3.06 to at least 2.90 (grade system from 1 (best) to 6 (worst)*)	2013	Gradual expansion of performance-based salary components	<ul style="list-style-type: none"> <li>• 5.27 million euros were paid out to payscale staff in 2012 (approx. 15% more than in the previous year).</li> <li>• Non-payscale staff received performance-based bonuses totaling 2.9 million euros. (approx. 16% more than in the</li> </ul>

			previous year).
		Acquisition of additional rights to nursery places	In 2012, increase in the number of nursery places in existing child daycare facilities by approx. 25%, additional increase planned to meet needs
		Provision of new nursery places for children of Fraport staff	Resolution to acquire 5 places
Employee share participation	2015	Increase in the proportion of employee shares	Program being developed
		Support for the initiative to establish an employee share association	Support concept is being drawn up
Ongoing development of management expertise based on the results of the Group Barometer and in 360° feedback**	2012	Implementation of 360° feedback for managers	Target is being developed further in the course of reorganization. So far the planned measures have been implemented.*

\* The Barometer Survey was not carried out in 2012 because the corresponding measures derived from the results of the previous year had not been completed yet. The survey is to be carried out again in 2013.

\*\* no longer applicable in future.

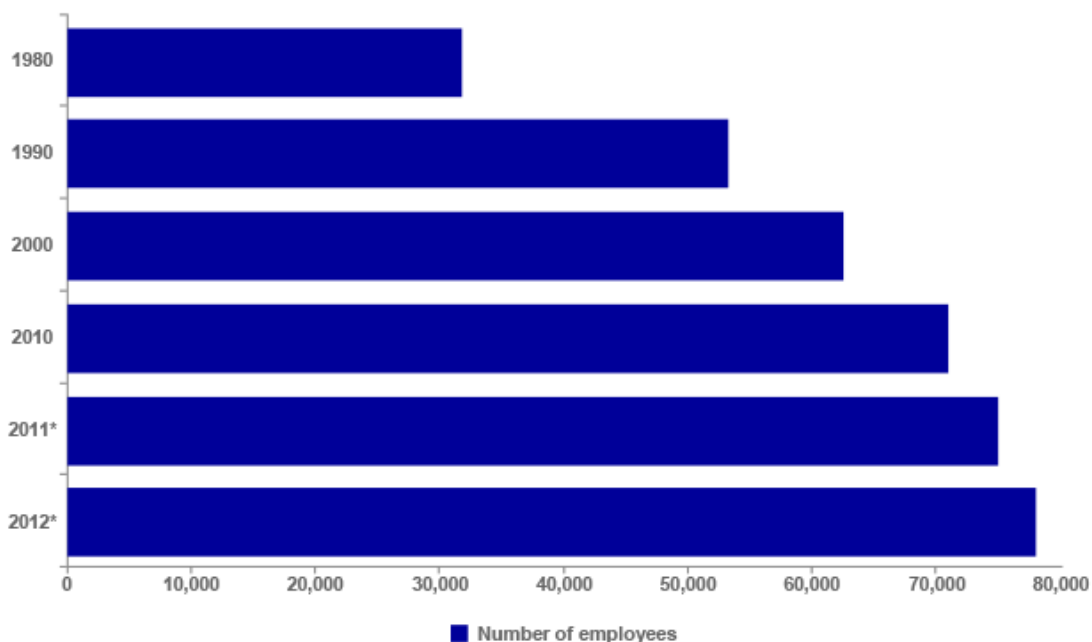
You are here: Employees > Retaining and Creating Jobs



## Retaining and Creating Jobs

Expansion of Frankfurt Airport is generating tangible stimuli for growth. Last year, around 78,000 people were working here in some 500 workplaces (incl. The Squire and Gateway Gardens). These figures have been obtained from the latest workplace survey carried out by Fraport. This means that Frankfurt's air-traffic hub continues to be Germany's biggest workplace.

## Employee development at Frankfurt Airport 1980-2012



\*inkl. The Squire und Gateway Gardens

### Expansion of jobs

Expert reports published on the employment market indicate that each direct job at Frankfurt Airport creates additional jobs in the surrounding area, for example through consumption by airport employees, orders from companies based at the airport – in 2012, Fraport alone placed orders worth 733 million euros, of which around 51 percent went to



companies in the Frankfurt/Rhine-Main region. Added to this, there are also the companies who locate close to the airport because they value the close proximity to a logistics hub.

### **Safeguarding jobs**

Fraport itself employed a total of 20,963 people in 2012, 11,302 of them work in the parent company – **and the trend is on the increase**. Yet despite the essentially positive outlook for the development of Frankfurt Airport, we are also addressing the issue of whether events or developments associated with a crisis could be a threat to jobs. We have taken precautions against these risks by reaching appropriate agreements with our collective bargaining partners.

Agreements have been reached with our collective bargaining partners to safeguard jobs over the long term even when a crisis occurs. The Executive Management and the Works Council have concluded the “Company Agreement for Immediate and Preventive Measures in Crisis Events with Business Interruption” to be implemented if there is a crisis, for example falls in traffic volume following a terrorist attack or the risk of a disease spreading in an epidemic. The agreement defines a number of measures including the restriction of non-payscale benefits and the reduction of overtime. This enables us to respond flexibly in situations of this nature.

## ***Shoulder to shoulder against deregulation of ground handling services***



We have responded to rising pressure on costs in one segment of our holistic service package “Ground Handling” at Frankfurt Airport with the **“Future Contract 2018”**. This could prevent operational-related compulsory redundancies since the contract excludes them up until 2018.

We are using the time we have gained to work on the productivity of the segment within the company. At the same time, we are looking outside the company for a positive development of the regulatory framework conditions in favor of airports and their employees. The deregulation of the market for providers of ground handling services that has been discussed by the European Commission would further increase the competitive pressure and the downward pressure on costs. Furthermore, a compulsory expansion to at least three instead of the existing two providers of ground handling services for each location would exert negative impacts on operational safety and the quality of ground processes at Frankfurt Airport.

Although an appropriate draft directive was rejected by the European Parliament in Strasbourg in December 2012 and was sent back in a second vote for further revision to the committees of the European Parliament, these decisions were still accompanied by protest campaigns mounted by a large number of employees at European airports. Out of a total of 3,000 airport workers who travelled to Strasbourg to mount a joint demonstration, almost 1,800 came from Fraport. We are tracking the ongoing process of reaching a resolution and we are attempting to put forward arguments for a safe and high-quality service, also in cooperation with employee representatives.

## ***Yes to FRA!***



Frankfurt Airport is a key economic factor for the development of the entire Frankfurt/Rhine-Main region: around 78,000 jobs depend directly on airport operations, many other jobs depend indirectly. As far as the people employed here are concerned, it is important for the significance of the airport to be acknowledged and discussed objectively in the public domain because their future is associated with the future of the location Frankfurt Airport. Fraport, Deutsche Lufthansa AG and Condor Flugdienst GmbH established the initiative **“Yes to FRA!”**.

“Yes to FRA!” encouraged employees and the surrounding population to demonstrate at Frankfurt’s Römerberg (a historic square in front of city hall) on 1 March 2012 and this laid down a significant marker for the future of Frankfurt Airport. Around 10,000 people responded to the protest call and representatives from business, politics and the community turned out to express their support for the airport. Apart from Chief Executive Officers and Works Council chairpersons on the platform, employees and apprentices of the company were also there. They all highlighted the importance of Frankfurt as a hub for air traffic providing jobs, prosperity and innovative force for the entire region.

“Yes to FRA!” highlights the views of employees and companies with lots of other campaigns. The campaign “1000 reasons for FRA!” collects the arguments of citizens in favor of the airport site. The initiative “Expedition Airport” opened the doors of the airport for an exclusive look behind the scenes.

## ***Best Practice example***



### **Future Contract 2018**

Ground handling services operate in a partly deregulated market and are subject to substantial competitive and cost pressure. The wage level of comparable providers was significantly below the collective payroll wages which were paid on the basis of the old structures at Fraport. The Executive Management and employee representatives concluded the "Future Contract 2018" in 2009 with the objective of retaining ground handling services permanently within the Fraport Group and hence thousands of jobs despite some temporary negative contributions to value. Not only the employees of ground handling services but all the employees at Fraport AG have accepted restrictions on non-payscale benefits. In return, employees received an agreement that redundancies for operational reasons were excluded until 2018.

A special characteristic compared with rationalization projects in other companies was that the personnel-intensive Ground Handling Segment should not be solely responsible for the burden of having to reduce costs. Rather, all the Business Units were integrated in the adjustments on the basis of the solidarity principle. The character of the joined-up campaign also continued to be underpinned by the limited acceptance of a shortfall in staff numbers in ground handling services and voluntary contributions by the senior management.

This joint campaign gained Fraport time to implement the contractually agreed policy of strict cost management, making processes even more efficient and hence reinstating the competitiveness of ground handling services.

The company is pursuing two overall objectives through this campaign: continuing to provide travelers with safe and fast transport through optimally tailored ground processes supplied from a single source and supporting the airline companies in minimizing their costs by providing short ground times.

The implementation of the contract confirms the excellent culture of co-determination at Fraport. The commitment of the Works Council to maintaining the integrated business model at Frankfurt Airport and preventing the outsourcing of ground handling services received an award from the jury of the German Works Councils' Prize in 2012.

## Status of target attainment



Target	Duration	Measure	Status
Creation of a further 25,000 jobs at Frankfurt Airport by expansion of the airport.	Gradually until full utilization of capacities	See <a href="#">Retaining and creating jobs</a>	
Overall calculations by experts estimate that the expansion will create around 100,000 jobs.			



## Diversity

As a cosmopolitan company with an international perspective, Fraport is well aware of the diversity of its employees. Diversity enriches cooperation and promotes innovation and creativity. This is why diversity is a strategic issue for Fraport concerned which the Group systematically fosters in its Diversity Management program. We respect and promote personal differences and work toward ensuring that this is reflected in dealings with each other. The Group company agreement "Conduct of Partnership, Diversity and Equality at the Workplace" formed the platform for defined key principles such as freedom from discrimination and equal opportunities.

### Diversity Officer

The strategic direction and the conceptual development of diversity management are the responsibility of the Officer for "Diversity and general Equal Opportunities." The officer advises the Executive Board and provides support for the Business Units when it comes to implementing measures. The Diversity Office is also a contact for complaints from employees in cases of discrimination or harassment based on the provisions of the General Equal Opportunities Act (AGG) of the Federal Republic of Germany. These provisions cover gender, ethnic origin, race, religion, beliefs, sexual orientation, disablement and age. In addition to the Diversity Officer, employees who feel that they are being discriminated against under this legislation can also seek help from the responsible Human Resources Officer, an internal counselor, an external ombudswoman and the Works Council.

### Diversity Management expanded

In 2012, Diversity Management worked on the renewal of its strategic activities to promote diversity. This process initially concentrated on the parent company. After analyzing the status quo we introduced specific measures there to cover the diversity focuses of "Gender", "Age", "Disabilities", "Ethnic Origin/Nationality", "Religion/Beliefs" and "Sexual Orientation" and launched some comprehensive initiatives. In 2013, innovations in diversity management are to be expanded to subsidiary companies and key affiliated companies.

All-embracing diversity management is becoming increasingly important because it helps us to meet specific challenges of demographic change, particularly the increasing lack of specialist skilled workers. We need to take advantage of the opportunities available to us if we are to recruit qualified personnel.

### New tools for promoting diversity

Fraport has been committed to the [Charter of Diversity](#). A letter from the Executive Board emphasized to managers in the Group that this anniversary highlighted their commitment to implementation of diversity. We also launched diversity workshops in 2012 for staff at management levels three and four which were designed to further raise the awareness of our management team. In order to support the diversity initiatives and measures that had been introduced at the operational level, we established a Diversity Board, communicated diversity content through internal and external media, and carried out training sessions in Business Units with a high level of cultural diversity. In 2012, we also developed a group-wide valid [Code of Conduct](#) for our employees. It includes rules of conduct for diversity.

Fraport pursues a strategic policy of promoting the career development of its female employees and supporting them in their challenges outside the workplace with the aim of promoting the potential of women as high flyers and offering them fair opportunities.

### Proportion of women in management positions increased

The increase in the proportion of women in management positions is an important objective of the diversity strategy at Fraport. By 2018, we want to increase this proportion at the parent company from around 20 percent to between 25 and 35 percent. We developed the Key Performance Indicator (KPI) "Proportion of Women in Management Positions" in order to record our progress in an evidence-based approach. It will be used to define our targets, to manage our measures and to monitor success. We collect the following data in connection with this KPI:

- "Proportion of women among new appointments"
- "Proportion of women in assessment centers for selection of managers"
- "Satisfaction of female employees", measured on the basis of the Fraport Barometer
- "Part-time ratio of women in management positions"

In 2012, we also decided to promote part-time jobs for men in management positions. Our aim is to achieve the same part-time ratio for men as for women in management posts. 40 fathers from Lufthansa and Fraport were invited by the Diversity Officer at the end of September 2012 to discuss combining management and bringing up children.

We carried out a number of measures in 2012 directed toward giving women appropriate qualifications for assuming management positions. First we held a series of seminars entitled "Women in Management". The course program included modules on the issues "Negotiation on your own behalf", "Self-presentation and self-marketing" and "Strong women" and it is regularly booked out. This seminar series will be expanded further in 2013.

In September 2012, the 14th cycle of the [Cross-Company Mentoring Program](#) was launched. Fraport AG also engages in the "Mentoring Network". This involves female undergraduate and graduate students at the network of universities and universities of applied sciences in the State of Hesse being supported by a female mentor with career experience over the course of a year when they start their career and seek career advancement.

## Engagement for cultural diversity



The intercultural competence of our employees is particularly important for Fraport as a Group with an international perspective. Fraport promotes the mutual understanding of its employees for the diverse personal backgrounds of colleagues and supports cooperation. An array of measures has been introduced in this area with Fraport aiming to promote acceptance and tolerance of religious beliefs and achieve better integration of cultural differences in the everyday routine. We supplemented existing meditation rooms available to passengers and employees in [2012 with more rooms for contemplation, prayer, and meditation](#). We also organized training sessions for specific target groups in areas with a high level of religious or cultural diversity.

## Integration of people with special needs



Integration of people with health issues or physical disabilities in all employment areas of the company is the objective of the human resources policy at Fraport. We offer our employees with disabilities the same opportunities to progress their career and develop their skills as all other employees in the Group. This policy is defined in the [Integration Agreement](#) concluded in 2006.

A total of 1,263 disabled employees and employees with equal status to disabled employees worked at the parent company in 2012. This corresponds to a disabled employee quota of 11.3 percent. As in previous years, these figures are significantly above the statutory requirement of 5 percent in Germany. This also includes tailor-made programs, for example training courses for visual or hearing impaired people.

In 2012, we developed additional measures designed to make it easier for our employees with disabilities to do their job:

### Promotion projects for people with special needs

We held our first German course for people with hearing impairments from July to September 2012. They were taught about word order and style. The participants assessed the teaching as extremely useful. We set up internships for visually-impaired or hearing-impaired school children to assist them in selecting a vocation.

## ***Sexual orientation***



Mutual respect and appreciation at Fraport is independent of individual sexual orientation. Nobody working at our sites should feel the need to suppress their sexual identity for fear of discrimination.

## ***Best Practice example***



### **Cross-Company Mentoring**

In September 2012, Fraport launched the 14th cycle of the Cross-Company Mentoring Program in an event held at Frankfurt Airport. Fraport is joining forces with eight other companies to prepare women with appropriate qualifications for taking on senior technical and management positions. Cross-Company Mentoring in this program entails a female employee from Fraport cooperating for a year with a mentor (male or female) from a different company and the other way round. The personal development, exchange of specialist know-how and experience and getting to know other corporate cultures are the main objectives of this program.

120 guests took part in the launch event, including mentors from companies like Axel Springer Verlag, Bosch, Commerzbank, Deutsche Bank, Hewlett Packard, Lufthansa, Merck, Sanofi and Fraport. The cooperation partners were introduced to the program through a series of presentations and discussion forums.

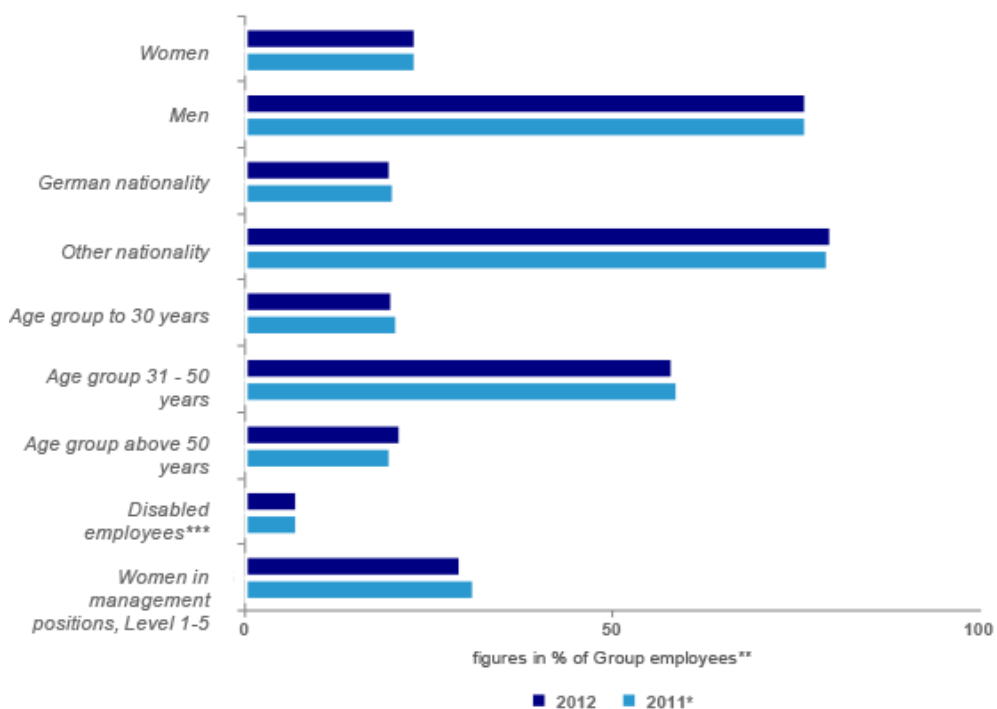
Mentoring has played a key role at Fraport since 2004. Female mentors in the "Female Mentors Network" from our Group support female students, graduates and postgraduates in scientific and technical subjects as they develop their careers. The new program was launched in spring 2013 with focuses on the areas of biotechnology, materials science, environmental science and physics. In 2012, 22 Fraport employees passed on their knowledge in this way.

The program is also attractive for the female mentors because of the diverse options available for participating in training and networking events.

## ***Indicators***



## Fraport Group: diversity indicators



\* Value adjusted

\*\* Employees including temporary staff, apprentices and employees on leave as at 31 December according to the Global Reporting Initiative (GRI)

\*\*\* Disabled employees, employees with equal status to disabled employees, and employees with multiple credits disability

## Status of target attainment



Target	Duration	Measure	Status
Increase in the proportion of women in management positions to 25 – 35 % within the Fraport parent company	2018	Increasing the proportion of part-time men and women in management positions	Proportion of managers in part-time work in 2012: 6.5% (2011: 6.5%)
		Further development of supporting indicators	Proportion of women in management positions was determined as KPI. From 2013, additional surveying of supporting indicators, such as: <ul style="list-style-type: none"> <li>• Proportion of women</li> <li>• in new appointments</li> <li>• in the potential AC</li> <li>• Employee satisfaction of women (based on: Fraport Barometer)</li> </ul>



		Analysis of the salary development of women	Collection of data together with the Cologne Institute for Economic Research, on behalf of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
		Development of specific training courses and sessions for women	Alignment of seminars and individual coaching sessions tailored to specific target groups for women in management positions or with management potential
		Acquisition of additional rights to nursery places	In 2012, increase in the number of nursery places in existing child daycare facilities by approx. 25%, additional increase planned to meet needs
Promotion of specialist staff and management with a migration background	2020	Development and implementation of concept for specialist staff and managers	Measure is being prepared

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## Occupational Health and Safety

The demographic change means that today it is more important than ever to safeguard the workability and motivation of our employees over the long term. The prevention of accidents and other health hazards in the workplace is also crucial. We were awarded the certificate "Move Europe Partner Excellence" in the "German Corporate Health Award" in November 2012 for our comprehensive engagement and health promotion.

Fraport has defined the goal of continuously reducing the number of accidents and the number of days of absence resulting from accidents. The parallel aim is to stabilize the attendance rate over the medium term and increase it over the long term. Every year we publish our challenges and achievements in occupational health and safety in a comprehensive [Group Occupational Health and Safety Report](#). The Executive Board, the Group Works Council and the Works Council of Fraport AG promote preventive strategies in occupational health and safety with the mutual objective of avoiding disadvantages for employees and reducing costs. They worked together to draw up a Declaration of Principles of Occupational Health and Safety and anchored this in the Group Guidelines.

### Ten principles in occupational health and safety for safe working



The following ten principles for safe working form the core of the Declaration of Principles on Occupational Health and Safety:

1. Each work-related accident and injury is avoidable.
2. We have zero tolerance for any action that puts health and safety at risk.
3. The management makes adequate resources available.
4. All managers are absolutely committed to their function as a role model.
5. Each employee is individually responsible for promoting their own health and has mutual responsibility for the health of their colleagues.
6. The active integration and qualification of employees is of key importance.
7. Rules and regulations must be complied with.
8. Identified shortcomings must be immediately eliminated.
9. All incidents are investigated in order to avoid injuries and damage to property in future.
10. We are regularly reviewed by audits at all levels.

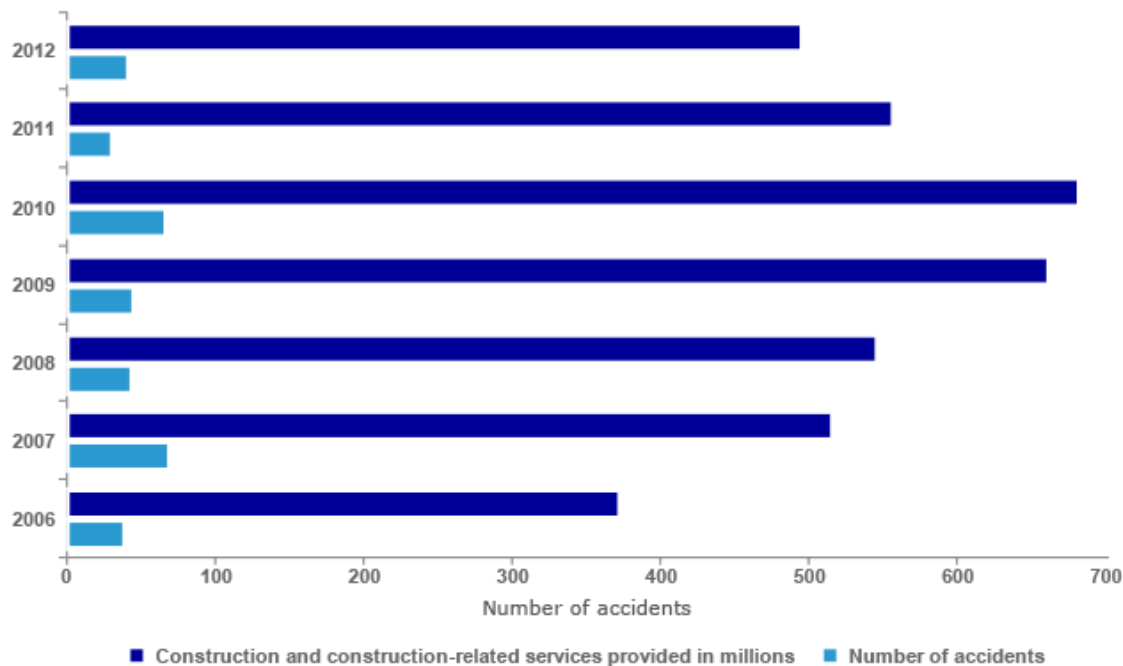
### Occupational safety



The consistent implementation of the provisions for occupational safety is self-evident at Fraport. They affect virtually all areas at the airport, starting with the extensive construction work – partly in cooperation with external construction companies, the traffic at the airport site and on the apron, handling hazardous materials, through to routine work in the office every day. The Fraport parent company works closely together with the subsidiary companies in order to guarantee safety in the common working areas at Frankfurt Airport.

Construction sites in particular have an increased risk of accident and require special protective measures. The Job Safety Unit provides advice for all construction projects for the entire period of their implementation. The basis of the advice is the generally binding German Construction Site Health and Safety Regulations (Baustellenverordnung). The occupational health and safety coordinators in the Job Safety Unit monitor compliance with these regulations.

### Number of accidents involving external employees at the Fraport site



#### Note:

The chart shows the number of accidents in relation to the provision of construction and construction-related services (defined in million euros). All events are included where employees from subcontractors are injured on the site of Fraport AG. The statistics also include all incidents which do not correspond to the classic definition of an industrial accident (days of absence > 3 working days) but where the affected employee has sought medical advice independently and has returned to their workplace after medical treatment.

Where Fraport works together with external construction companies, the safety measures are agreed between the parties involved and the causes of accidents and opportunities to prevent and avoid them are analyzed together and communicated to the relevant people. The Job Safety Unit has started to establish a comprehensive network with the aim of guaranteeing safe and smooth-running operations. The launch event for the project was held in June 2012 and was attended by representatives of construction and construction-related businesses, and the responsible government agencies and employers' liability insurance associations.

Where temporary workers are deployed they have the same status as full-time employees for purposes of occupational safety. They are familiarized with the occupational safety requirements at their workplaces in a standard induction phase.

On the apron we transport a large volume of freight and a large number of people. The driving safety of our personnel is a top priority in order to ensure the safety of all road users on the airport site. Fraport therefore regularly carries out training courses for driving as well as "refresher" courses for drivers who have infringed the traffic rules. We have clear evidence that this approach has succeeded in reducing the number of accidents causing damage within the company.

The way our employees – and employees from external companies – handle hazardous substances is governed by the

Industrial Safety Regulation (Betriebssicherheitsverordnung) and the Hazardous Substances Directive (Gefahrstoffverordnung) in Germany. We implement the Technical Rules for Hazardous Substances (Technische Regeln für Gefahrstoffe, TRGS) in the relevant work processes and the provisions of the Hazardous Substance Datasheets. If hazards cannot be excluded from activities involving hazardous substances, such risks must be minimized by taking appropriate measures (minimization requirement). This minimization requirement is a constituent element of the hazard assessment of Fraport AG. The reduction of hazardous substances is carried out within the scope of product evaluation. This means that particularly hazardous substances and products (very toxic, toxic, carcinogenic, teratogenic (damaging to embryological development) chemicals) must not be used.

The Fraport workforce receives regular training on occupational safety and accident prevention. Examples during the year 2012 are the Occupational Safety Day with our apprentices and a Management Forum on raising the awareness of management employees for effective hazard prevention at the workplace. Special events were offered to our managers on the issues "Hazard assessment in accordance with the Occupational Health and Safety at Work Act (Arbeitsschutzgesetz)", "Operator Guidelines", "New Workplace Rules" and "Mental stresses". Similar to previous years, we also initiated an "Annual General Meeting for Occupational Health and Safety" in 2012. Under the slogan "Your Safety in our Hands", the 230 employees attending the meeting were given practical tips on driving a car safely in road traffic and on the apron, and dealing with stress and psychological strains.

The comprehensive training package was expanded in 2012 by developing an e-learning module for the administrative areas of Fraport AG. This facilitates efficient learning and takes account of individual needs and learning difficulties.

### **Analyses on job safety 2012**

If a reportable accident occurs despite all the comprehensive job safety measures, an accident analysis meeting is held with the employees. This is intended to determine the causes of the occupational accident and to derive appropriate protective measures. Apart from the analysis meetings, we also investigated the organization of company job safety in 2012 and analyzed the potential of various activities for causing physical and mental stress:

- Continuous risk assessments were reviewed with the aim of improving the organization of company job safety and interface checks were carried out.
- We started to use an exposure log to determine physical loads with the objective of reducing occupational health risks to the human musculoskeletal systems (muscles, ligaments and skeleton) and to derive suitable measures.
- An analysis team carried out an objective survey of the psychological stresses that occurred in different workplaces in the ground handling services. At workshops held after the survey was carried out, recommendations were derived from the analysis for reducing inappropriate mental stresses or providing strategies for mastering the stresses in a better way. A project was also launched in the area of passenger screening to assess the impact of psychological and physical stress on the personnel working there. Both projects are being continued in 2013.

Risks were also analyzed at the locations in Peru and Bulgaria and the conditions for occupational health and safety were improved as a result. The operating company of the Bulgarian sites [Varna and Burgas](#) identified risk factors in the workplace environment and derived a risk management program from these data. Our company, which operates the airport in [Lima, Peru](#) founded the occupational safety body "COSSO – Comité de Seguridad y Salud Ocupacional" in 2012 which also carries out risk analyses and develops occupational health and safety measures from the results.

## **Health promotion**



Fraport Health Management (FHM) pursues the objective of systematically integrating the health-promoting structure of work, organization and conduct in the workplace within the operational structures and processes. The measures and actions to be taken include numerous prevention programs and advice packages, starting with regular occupational health examinations, through flu injections free of charge, to lumbar training and therapy in a dedicated studio or in the workplace. The risks associated with personal lifestyle are also addressed in the context of health promotion and – where possible – support is provided with appropriate programs, such as the campaign "No-smoking Express".

The Steering Committee for Health Care Management established in 2011 is an important body for our programs dealing with health promotion. In 2012, the members of the committee met six times in order to discuss trends, strategies and concepts, plan measures and monitor their implementation.

### **Increasing the attendance rate**

In its sustainability program, Fraport has defined the goal of stabilizing the attendance rate over the medium term and increasing it over the long term. We started the project "Increasing the Attendance Rate" in 2011. The operational burdens, and measures and resources to promote health and motivation were identified in 2011 throughout the company and with the proactive integration of employees. These included implementation of a Work Balance Study to

identify and reduce psychological and physical stress in [passenger screening](#).

The project was expanded in 2012 by the following measures:

- Cooperation of the company medical department and disabled employees' representative on providing individual counseling for employees suffering from psychological stress
- Implementation of 60 health workshops and circles by the end of 2013
- Launch of the "Overall concept of company fitness" in January 2013 with the aim of expanding the fitness package at the Frankfurt site and giving our employees discounted training packages through local fitness providers
- Fraport-wide marketing of hotlines for health insurance schemes to answer questions on medical issues in order to help our employees to avoid long waiting times in specialist medical practices
- "Health in Equilibrium" – a six-month support program to provide our employees with more information on health issues
- Establishment and expansion of a health portal with interactive elements, for example a sports partner exchange

#### **Health workshops and circles**

In 2012, we established voluntary health workshops and circles in several Business Units. The events are held during working hours and are directed toward the employees of individual departments. The objective is to identify relevant influencing factors linked with the development of the sickness rate and the accident figures to maintain the health of our employees. These opportunities to take part in the process give colleagues the sense that the individual expertise relating to their workplace is being taken seriously and they then experience the solutions developed as personal achievements.

While the health workshops take place as standalone events in large groups with six to ten participants, the health circles meet several times in small groups with four or five people. By the end of December 2012, nine workshops and eight circle meetings had taken place. Over the entire period of the project, which ends in December 2013, up to 60 events will have been carried out. We anticipate that the project will make a significant contribution to reducing the time on sick leave, bringing down the number of occupational accidents, and developing more intensive loyalty among our staff to our company.

#### **Expanded insurance cover in Varna and Burgas**

In 2012, we started to expand the health insurance services provided for our employees in [Varna and Burgas](#). For example, treatment and rehabilitation services are now covered alongside hospital care. We have also intensified preventive health checks and used the results to identify risk groups for specific diseases. The health status of these employees is reviewed on a regular basis.

#### **GCS improves prevention**

Our Group subsidiary Gesellschaft für Cleaning Services GmbH & Co. Airport Frankfurt/Main KG (GCS) has intensified preventive health promotion. "The Health Coach", a seminar program on issues like physical exercise, nutrition or stress management is being revised in cooperation with health insurance fund AOK. The issue of preventive healthcare has been integrated in the "Fit und Smart" training series for supervisors and property managers under the slogan "Understanding health as a management function and competitive factor". In January, GCS followed up a series of health workshops with [Job coaching](#) for property and section managers. This measure involved a trainer mentoring the relevant section manager in his sphere of work and providing advice on dealing with cases of sickness among the employees, conducting discussions, and de-escalating conflict situations.

## **Stakeholder dialogue**



#### **Integrating employees at committee level**

The employees of Fraport AG have an opportunity to contribute to company processes in the area of work and traffic safety. Fraport has a system of committees in Frankfurt dealing with the areas of action job safety and traffic safety. Appointments to some of these committees have equal employee and employer representation.

The Job Safety Committee (JSC) deals with operational issues relating to job safety in the parent company. The permanent members of the committee include representatives from the committee for disabled employees and the Works Council, the Senior Company Medical Officer, the Senior Safety Expert, the Executive Director of Labor Relations and five selected Safety Officers from the Business Units. The opinions of experts for specialist technical departments and experts from the affected areas are sought on defined technical issues in specific instances relating to job safety, health promotion and environmental protection. In 2012, the committee met four times under the

chairmanship of the Executive Director Labor Relations.

In 2012, the Group Job Safety Committee (G-JSC) was also introduced at Group level. The function of the committee is to make fundamental decisions on standardizing processes in job safety and health promotion. Permanent members include the Senior Safety Engineer, the Senior Company Medical Officer, the Group Disabled Employees Representative and the Group Works Council, as well as all Executive Managers from the majority shareholdings at the Frankfurt site. The Executive Managements and Works Council Members of subsidiary companies with particularly high numbers of employees are also represented in the committee as permanent members. In 2012, the Group Job Safety Committee met twice. The Executive Director Labor Relations also chaired these meetings.

Fraport operates the Traffic Safety Committee as a third forum. Unlike the job safety committees, this has equal employee and employer representation with representatives from the parent company and meets at least once a month. The Traffic Safety Committee focuses primarily on increasing traffic safety in the operational and apron areas. A representative from each of the specialist departments is included on this committee as necessary. The committee analyzes a variety of different problem areas, such as reported accident events or special traffic problems. It then uses expert reports to make recommendations on improving the relevant situation to the company management.

## Indicators



### Sickness rate and occupational diseases

<b>Fraport Group</b>	<b>2011**</b>	<b>2012</b>
Attendance rate (in %)	93.9	93.5
Sickness rate (in %)	6.1	6.5
due to illness	6.0	6.4
due to accident at work*	0.1	0.1
Occupational diseases (number)	0	3
<b>Fraport parent company</b>	<b>2011</b>	<b>2012</b>
Attendance rate (in %)	93.5	93.5
Sickness rate (in %)	6.5	6.5
due to illness	6.3	6.3
due to accident at work*	0.2	0.2
Occupational diseases (number)	0	3

\* not including accidents involving sport, commuting to and from work, and private activities

\*\* Value adjusted

### Accidents at work

<b>Fraport Group</b>	<b>2011**</b>	<b>2012</b>
Accidents*	643	666
per 1,000 employees*	29.3	30.0
with fatal accidents	0	0
Days of absence*	9,187	10,152
<b>Fraport parent company</b>	<b>2011</b>	<b>2012</b>
Accidents*	292	325
per 1,000 employees*	24.2	26.6
with fatal accidents	0	0
Days of absence*	4,763	5,788

\* reportable

\*\* Value adjusted



Target	Duration	Measure	Status
Continuous reduction in accident events (total number of accidents) and days of absence due to accidents	2015	Establishment of a Group Job Safety Committee (K-ASA)	K-ASA has been active since March 2012
		Improvement in the organization of company job safety	<ul style="list-style-type: none"> <li>• Review of company-wide hazard assessments</li> <li>• Implementation of interface control</li> </ul>
		Reduction of work-related health hazards and musculoskeletal disorders	<ul style="list-style-type: none"> <li>• Determination of physical loads with the assistance of an exposure log</li> <li>• Derivation of measures</li> </ul>
		Development and implementation of preventive measures, procedures relating to work organization, measures for health promotion, and developing competence to reduce work-related psychological risks	<ul style="list-style-type: none"> <li>• recording of psychological stresses BVD (ground handling services) and passenger screening</li> <li>• Derivation of recommendations for action</li> <li>• Resolution on continuation in 2013</li> </ul>
Medium-term stabilization and long-term increase in attendance rate	2015/2020	Joint project between company medical department and disabled employees' representatives providing individual counseling for employees suffering from psychological stress	<ul style="list-style-type: none"> <li>• Project started in 2011</li> <li>• Presentation of report on experiences and concept for improvement at the end of 2012</li> <li>• Trialing measures from 2013</li> </ul>
		Expansion of health workshops and health circles	Stresses and their causes were identified in 2012, with this continuing in 2013, and proposals for improvement are being drawn up and implemented.
		Implementation of "Overall concept of company fitness" from January 2013	Expansion of the fitness package at the airport site by a mobile fitness studio. Introduction of a supplement for fitness training where employees live.
		Implementation of a "Work Balance Study" for identifying and reducing psychological and physical stresses at passenger screening	See <a href="#">Safety and security in air traffic</a>



## Training and Career Development

Recruiting and retaining junior employees is one of the most important goals of human resources at Fraport in view of the increasing shortage of skilled workers. Good packages for apprenticeships and advanced training play an important role in this process. They make our company attractive and contribute towards generating loyalty among a qualified and motivated workforce over the long term.

On 31 December 2012, we employed a total of 381 apprentices on a budget amounting to around eight million euros. We concluded a total of 133 new apprenticeship contracts which was a record. We had actually planned as many as 138 apprenticeship places but we were unable to fill all the places. The ["Future Contract 2018"](#) defined the target of providing 110 new apprenticeship places each year and in 2012 we exceeded our quota due to the special need to recruit specialist technical staff and firefighters for the fire brigade.

Career development for our workforce is just as important as apprenticeship training for new employees. This is an area where we offer staff a wide range of opportunities for achieving specialist qualifications and tailor-made career development. The training facilities Fraport-Academy and Fraport-College

### Basic training



The apprenticeships we offer are related to our needs. Each year we assess our requirement for skilled workers in the company and develop our [training concepts](#) appropriately. The range of basic training amounting to a total of 28 apprenticeship vocations comprises technical disciplines like plant installation and servicing, building cleaning, and industrial engineering, as well as commercial vocations such as IT and air traffic. Our international internships at our companies in Europe, Africa, Asia or South America offer additional incentives and they provide the essential experiences and skills necessary for a Group operating in the international arena. Our apprentices routinely rank among the candidates obtaining the best grades in the examinations held by the Chamber of Industry and Commerce (IHK) in Frankfurt. The proportion of drop-outs is exceptionally low at less than three percent.

#### Initial assistance for young people with learning difficulties

The integration of young people is an important social function that we address in human resources. Fraport has defined the target of integrating young people with learning difficulties into the world of work in its sustainability program. We set up ["Ready for take-off"](#) in mid-2012 and this program is intended for young people who have obtained a low level of achievement in their school-leaving certificates and have been unable to obtain an apprenticeship place as a result. Our experience indicates that these young people have the capability of obtaining a good outcome from apprenticeship training in spite of their initial difficulties if they receive support in the initial stages.

#### Opportunities for unemployed young people

Since 1999 we have been giving unemployed young people an opportunity in life by cooperating with the Employment Agency on the qualification program ["Mobile Youth" \(JUMO\)](#). The aim of "Mobile Youth" is to provide stability in the lives

of young men aged between 18 and 24, focus on providing them with qualifications in the work process, integrate them in the world of work and offer them serious prospects of obtaining a job with the means to support themselves. The idea for the project was developed at the end of 1998 in the "Jump!" campaign run by the Federal Government (Youth with Perspective!). It was discussed with the Hesse Ministry of Social Affairs and the Hesse transport companies before being initiated and implemented by Fraport AG.

The young people go through a two-year qualification program in ground handling services at Fraport AG and this links vocational activity with selective training measures. While the qualification measure is taking place, the young people are employed at our personnel services subsidiary APS.

### **Career-integrated study programs**

Fraport offers apprentices who have completed their vocational training and have an entrance qualification for a university or a university of applied sciences the opportunity to combine their employment in the Group with a career-integrated degree course. Fraport is cooperating with two universities in the region. FH Mainz University of Applied Sciences is one of these universities. At the end of 2012, 36 students were studying on the bachelor's program for business administration. 91 of our members of staff have now completed this course of studies. Three of these graduates then decided to continue with the master's program offered in Management Studies. Six employees were students on the bachelor's course of study leading to a degree in business information systems in 2012. A total of eight students have successfully completed the degree.

Fraport supports its staff in their degree studies by giving them time off work to attend lectures. We also give them educational leave to take examinations and we pay part of their university fees. More than 90 percent of the participants had completed their vocational training at Fraport before they embarked on a twin-track degree course.

## **Career development**



Good opportunities for career development are an important tool for enhancing the loyalty of qualified and motivated personnel to Fraport. We offer employees at all levels a wide range of [career development packages](#) at our Fraport College and the Fraport Academy. These include long-term career development measures for specific function groups and integrated management development programs providing advanced qualifications for management staff.

Alongside these packages for training special skills employees also have an individual budget of 600 euros per person available each year through the Q-Card. This gives them access to a diverse range of seminars for improving their personal qualification profile.

Our employees make the most of the range of packages on offer. The average number of career training days taken for each employee reached 5.7 days in 2012 compared with 5.0 days in 2011. At the same time, 126 courses were carried out in the Fraport Academy and 1,245 courses at the Fraport College.

### **International rotation program**

The international rotation program was launched in 2011 and is carried out every two years. It prepares candidates on the potential program for taking on management functions in the international Group companies of Fraport AG. Individual development plans are drawn up for twelve participants and these are implemented over the 18 months duration of the program. They include international deployment, the training in skills for general management, intercultural training and further qualification measures tailored to individual requirements.

### **Trainee program**

The trainee program at Fraport AG was launched in 1996 and it was granted an award as a fair and career-enhancing program by Absolventa GmbH in 2011. This forms part of the vocational preparation measures and contributes to enhancing the loyalty and development of junior employees. University graduates from a variety of different disciplines are provided with systematic, interdisciplinary induction and integration into the company. Trainees spend twelve months on an integration program when they work in several different Business Units and obtain a comprehensive insight into the business of an airport operator. The skills and abilities of the trainee can be profitably applied for the benefit of the company in three complex projects carried out during the training program. The second project takes place in one of the international companies of Fraport AG. Supplementary measures to obtain qualifications facilitate technical, methodological and personal career development. After completing the trainee program, the trainees move to the target position identified at the beginning of the process.

### **Career development at GCS**

Career development is also a major focus at the Group subsidiary Gesellschaft für Cleaning Services GmbH & Co. Airport Frankfurt/Main KG (GCS). In 2012, supervisors and property managers received refresher training in the area of "Management, communication, conflict management, etc." GCS delivers two-day training modules twice a year in the

"Fit and Smart" training series. "Health as a management function and competitive factor" was the focus in 2012.

In January 2012, GCS started [Job coaching for section managers](#).

#### Knowledge transfer

Neben dem Zugang zu neuem Wissen ist es für ein erfolgreiches Unternehmen wichtig, das Know-how seiner Beschäftigten zu sichern. Der Wechsel von Fach- und Führungskräften stellt immer eine große Herausforderung dar. Um Wissens- und Erfahrungsverluste zu begrenzen, wird ein Prozess des moderated knowledge transfer is being implemented in the company with the objective of limiting losses of knowledge and experience. Other modules of knowledge management have been established to support employees in knowledge acquisition and knowledge exchange. Networking between knowledge carriers is carried out through an internal company Wiki called "Skywiki" and a comprehensive research knowledge database.

### Best Practice example



#### "Ready for take-off"

Poor school grades, too many absences recorded in the reference, an unimpressive performance in an application interview – the reasons for rejection after submitting a job application are manifold. Young people do not always understand why they are receiving a string of rejections. But weak grades at school and repeated absences from school lessons are not an inevitable indication that a particular school student is not capable of successfully performing well and completing an apprenticeship training. Fraport has created the "Ready for take-off" program to help develop the potential of these young people.

We have been cooperating with the Frankfurt am Main Employment Agency, the Frankfurt am Main Chamber of Industry and Commerce (IHK) and training company Pittler ProRegion Berufsausbildung GmbH and we are committed to making twelve applicants each year "fit" for starting the world of work. A qualification program lasting eight months gives them the opportunity to reduce any existing deficits and prove that they are ready to take on a vocational training. The aim is for them to learn how to address problems in the team and develop their own initiatives to provide solutions. However, the participants do not start right at the bottom. One condition for participating in the program is the verification of technical affinity in tests carried out by the Employment Agency and tangible motivation with every applicant. The program includes practical and theoretical elements with counseling and educational support, and is accompanied by a program of regular sport.

After the young people have successfully completed the program they are tested and we then start them on a technical vocational training such as plant fitter, electronics technician, construction mechanic, mechatronics technician or firefighter. We have set a target in the sustainability program of accepting at least 75 percent of the participants for a training program.

### Indicators



#### Apprentices

Fraport Group	2011	2012
Apprentices	343	381
Fraport parent company	2011	2012
Apprentices	338	374
Men	238	257
Women	100	117

### Status of target attainment



Target	Duration	Measure	Status

Guarantee of at least 110 training places annually	2018	Differentiation of training package for all types of school-leaver with guarantee of one year's work after completion	2012: 133 places taken 2013: at least 110 places
Integration of young people with learning difficulties, target is accepting 75% of the participants for training	2015	Implementation of the "Ready for take-off" concept	Launch in November 2012 with 12 places. Duration for at least 3 years.
Needs-oriented training with retention rate in employment of 70% in the second year after completion of the training	2018	Shortfall in technical training vocations is countered by concept for promoting the loyalty of employees who have completed their training with good grades	Resolution on career-development concept, negotiations on implementation commenced
Promotion of skilled staff and managers in the Group with internal recruitment to provide staff replacements in levels 1 – 4 of 75%	2013	Further development of the talent management process	Adopted in 2012, annual implementation planned
		Development and establishment of "specialist careers"	Gradual implementation in the Fraport parent company planned for 2013

You are here: Customers



## Customers

The different customer groups at Frankfurt Airport present us with a large number of individual, partly diverging aspirations as an airport operator. Passengers want to experience an enjoyable start and end to their journey, maximally short waiting times, an attractive selection of shopping opportunities, and a variety of gastronomic options. Airlines require fast, efficient handling within the slot they have booked, in order to keep the amount of time aircraft spend on the ground as low as possible. Our retail customers who operate the shops and restaurants at the airport build their businesses on the platform of a large volume of visitors. For businesses to achieve good sales, guests need to spend an adequate amount of time in their shops and restaurants. Airfreight customers such as transport companies expect high levels of service quality, comprehensive intermodal networking, and efficient processes at the airfreight centers of CargoCity. Fraport has defined its target as meeting all customer aspirations at a high level. However, the enduring priority in all areas – the most important aspect of our [Materiality Matrix](#) – is the safety and security of air traffic and the protection of our customers..

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## Safety and Security in air traffic

Safety and security is the greatest asset in air traffic and we dedicate our maximum commitment to guaranteeing this. This is a highly complex function. Frankfurt Airport covers an area of around 21 square kilometers, some 160,000 passengers are handled on a daily basis and this volume even exceeds 200,000 passengers on days in peak periods. This number of people is significantly more when employees, meeters and greeters, and visitors are additionally taken into account. The volume of traffic throughout the airport site is therefore correspondingly high. A lot of heavy-duty equipment is being used, big loads need to be lifted, and a lot of construction work is going on – all this and much more leads to hazardous situations in a wide variety of different areas. The concrete risks of air traffic are a particular focus, specifically the risk of terrorist attacks, possible airline accidents or the spread of infectious diseases.

The concepts of “security” and “safety” are interlinked:

- “Security” is defined to mean defense against terrorist attacks and the protection of airline passengers in civil aviation. The appropriate measures include passenger, baggage and airfreight checks, and inspection and access checks for airport employees and suppliers.
- “Safety” relates to operational safety throughout the entire airport site. The objective of safety management is to avoid injury to people and damage to property as a result of accidents and technical defects. It also includes crisis management.

### Security



The objective of aviation security checks at airports in accordance with the Aviation Security Act (LuftSiG) is to prevent unlawful attacks, such as aircraft hijacks, acts of sabotage or also terrorist activities.

#### Implementation of passenger and baggage checks

Central functions of averting dangers, such as passenger and baggage checks in accordance with Article 5 of the Aviation Security Act (LuftSiG) is part of the remit of the Federal Ministry of the Interior and they are carried out by the German Federal Police and by designated third parties. At Frankfurt Airport, these functions are primarily performed by Fraport staff members who implement airport security checks on behalf of the German Federal Police. They are either employed in the Airport Security Management (ASM) Strategic Business Unit of the Fraport parent company or our subsidiary company FraSec.

Our aim is to integrate security checks within the traffic flow so that the impact on travelers is reduced as much as possible and does not lead to delays in flight operations. This is a challenging task in view of rising passenger numbers. The latest technologies are being deployed at Frankfurt Airport in order to guarantee this, and staff members receive training on a regular basis.

### **Passenger-friendly checks with all-body scanners**

Since November 2012, three all-body scanners have been installed at Frankfurt Airport and the necessary random follow-up checks have been carried out with passengers flying from Frankfurt Airport to the USA on a voluntary basis. The technology operated by the German Federal Police makes aviation security checks more convenient for passengers because it dispenses with the contact searches that many passengers frequently experience as unpleasant by replacing this check with a short electronic scan. This technology does not pose a health risk and it is ethically unproblematic because no realistic body images are displayed or stored.

### **In-house security measures carried out by the airport operator**

The airport operator is responsible for other functions relating to security management. These include the site security measures to protect smooth-running operation of the airport against attacks on the security of air traffic proscribed in accordance with Article 8 of the Aviation Security Act. These functions include structuring the airport buildings and the site such that all security measures can be carried out in conformity with standard operating procedures. Key aspects are access checks to the areas critical for security. The access checks to critical security areas are of material importance here. These are also carried out by Fraport employees (FraSec and ASM). The site security measures continue to involve matters such as the perimeter fencing, the issue of ID cards, training of the deployed personnel, and safe transport of checked baggage protected against unauthorized access. As an airport operator, we have an obligation to present these security measures in an "Air Security Plan".

### **Comprehensive and efficient supplier checks**

The time required for access checks is significant for suppliers of duty-free shops, restaurants and construction sites who frequently have to enter the airport complex. Because all airport supplies have had to undergo an intensive security check since April 2012, the EU regulations give suppliers the opportunity to carry out their own security checks before the goods are delivered. These suppliers can then be registered with Fraport as "[known suppliers of airport supplies](#)".

### **Simplified personnel access**

Access for members of staff at Fraport and other companies operating at the airport to operational and secure areas is also strictly regulated and guaranteed through the application of complex technical systems. One of the measures to speed up access and make access checks safer at the same time is installing contactless readable chips in existing airport ID cards by mid-2013.

### **Reducing the levels of stress for air security assistants**

The air security assistants are subject to differing stresses as they carry out their work. They have a high level of responsibility when carrying out thorough passenger and baggage checks. At the same time, high levels of ambient noise, demanding physical exertion and the effects of shift work exert an effect on these employees and may cause significant levels of stress. Even though they have to cope with these demands, we expect our air security assistants to remain friendly during their work and to carry out their functions with a high degree of concentration. Fraport and FraSec have set an objective of reducing the burdens on aviation security assistants wherever possible or expanding appropriate support. Stress and support factors were analyzed in the "[Work Balance](#)" Study.

## **Safety**



Safety relates to the operational safety of the airport and our company. Appropriate measures need to be taken to prevent injury to people and damage to aircraft, vehicles or infrastructure. Safety Management also includes dealing with emergencies, crises and disasters. We are also obliged under Article 45b of the Air Traffic Licensing Order (LuftVZO), to operate a Safety Management System (SMS).

### **Dealing with emergencies, crises and disasters**

Fraport operates a Security Operations Center as a central reporting and alarm office for issues relevant to security. If critical situations occur, this center alerts [Emergency and Crisis Management](#). The Airport Fire Brigade, the Medical Services, the Rescue Service and the Safety Services of Fraport AG then coordinate deployment on the ground. A crisis staff starts work at the "Emergency Response and Information Center" (ERIC). It coordinates and initiates all measures that require a coordinated response beyond defense against damage and hazards at the incident site. As necessary, the ERIC activates the "Emergency Information Center (NIZ) as the first telephone contact for affected relatives and the "Special Assistance Team" (SAT) which looks after meeters and relatives at the airport. Both teams are formed from volunteer employees.

The "Emergency Orders" (BA NOT) set out preparations at Frankfurt Airport for emergencies and define procedures in order to minimize the impacts caused by crisis situations. These specifically include the rescue of people and animals, safeguarding natural resources and property, and the maintenance of airport operations. The Emergency Orders define procedures for coordinating the internal and external offices involved in dealing with emergencies. The Emergency

Orders are a standard operating procedure defining the conduct of employees and procedures to be adopted in emergencies.

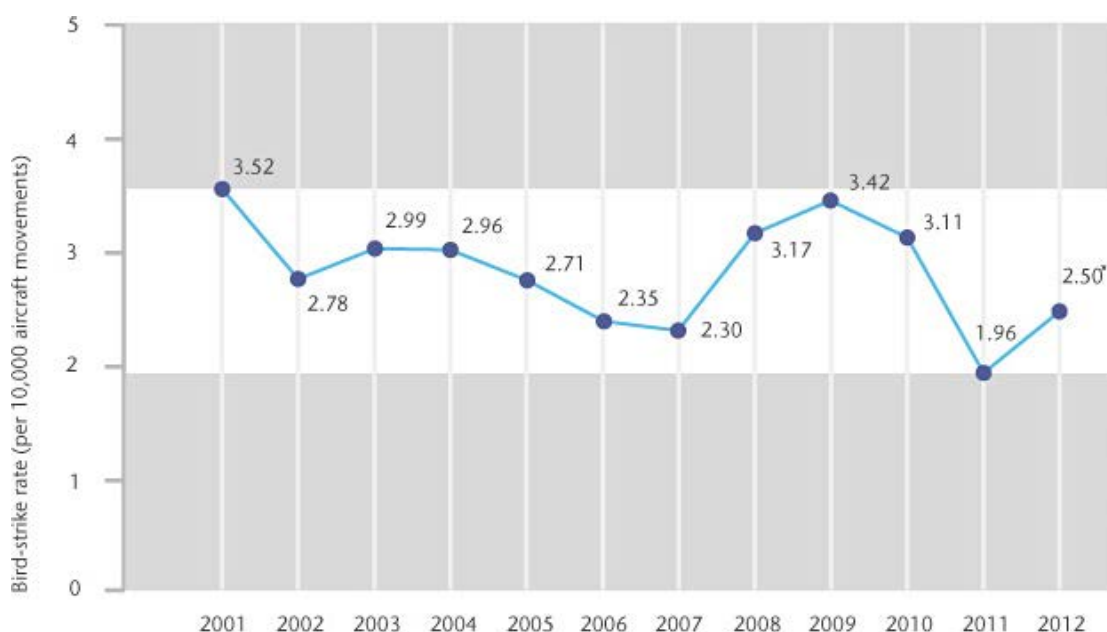
### Testing crisis management

Fraport regularly carries out exercises at Frankfurt Airport in order to train employees in dealing with catastrophes and other scenarios relevant to safety. In September 2012, the [hijacking](#) of an aircraft with 38 passengers and five crew members on board was simulated. The services involved in emergency management worked together in the exercise, with around 400 emergency staff from Fraport, Lufthansa, the Police, Fire Department, and other players cooperating professionally and successfully.

### Bird strike

Another component of our safety management is the avoidance of [bird strike](#) impacting on aircraft. Over the past twelve years, the bird strike rate at Frankfurt Airport has always been between 2 and 3.5 strikes per 10,000 aircraft movements. A positive factor is that the start-up of the Runway Northwest in October 2011 exerted no significant impacts on the incidence of bird strike.

### *Bird-strike rate at Frankfurt Airport*



\* provisional value

### Safety Management System

Fraport operates a Safety Management System (SMS) for implementing the legislation covering flight operational safety at Fraport. The SMS is based on a group guideline, the SMS Manual. This regulates all responsibilities, procedures and operational workflows which are relevant to the creation of operational safety. The SMS Manual therefore includes procedures for identifying hazards, provides standardized process and risks, and therefore allows predictive recommendations for action to be derived. The SMS Manual was last updated in June 2012. The Officer for the SMS Manual reports directly to the Executive Board.

- PDF-Download: ["Safety Management System"](#)

### Systematic training programs

Since 2011, Fraport has been carrying out comprehensive systematic training programs on flight operational safety under the motto "Safe@FRA" as a constituent element of the SMS. This contributes to raising the awareness of all employees with access onto the apron to the hazards that occur in the operation and handling of aircraft. Staff are also taught how they can contribute to avoiding hazards and accidents by submitting observations and reports to SMS. The training sessions are carried out each month. In 2012, more than 1,200 employees took part in training.

### Awareness of safety rules

In 2012, we formulated "the most important rules for airport safety" aimed at maintaining awareness of safety in the minds of our employees at the Frankfurt site. Apart from highlighting the importance of carrying the airport ID and wearing protective clothing, the rules also refer to airport-specific traffic rules, emphasize the prohibition on smoking, and request employees to support the monitoring measures. There are a total of ten rules and we communicate them at

all operating areas of the airport site and in the internal media.

- PDF-Download: ["The most important rules for airport safety"](#) (only in German language available)

#### Data security

New technologies are continually being introduced at Frankfurt Airport to guarantee the safety and security of passengers, baggage and freight. This involves ongoing use of data where the application is precisely regulated to prevent misuse and to preserve data security. We have concluded appropriate company agreements with the Works Council. These agreements include provisions requiring, for example, a comprehensive authorization process has to be implemented before any technical installations are started up, for example access control systems or video systems.

### Best Practice example



#### Stress study for air security assistants launched

Fraport and FraSec launched a "Work Balance Study in 2012 directed toward exerting a positive impact on the motivation of air security assistants and hence on the quality of air security checks. The study is being carried out by a team from the Institute "Humans in Complex Systems" (MikS) at the School of Applied Psychology Northwest Switzerland. The first stage involved the analysis of work processes and personal attributes documented in writing by Fraport and FraSec for more than 2,200 air security assistants. The researchers then observed the concrete workflows on site, in some cases in the form of participatory observation.

This information was then used as the basis for drawing up a questionnaire especially designed for this group of employees in Frankfurt. 60 percent of the air security assistants from Fraport and FraSec participated in the questionnaire survey undertaken during the second quarter of 2012. The first results were presented to employees in November 2012. 21 different factors were reviewed in the survey to ascertain whether they were supportive for employees or were a burden when they were working. The factors "Working climate and cooperation with colleagues" and "Handling passengers and cultural differences" were designated as being supportive. The factors "indoor climate and noise", and "shift work" and "unfavorable working hours" were some of the factors described as stressful. In spring 2013, further analyses will be carried out in a second project phase. The results of the first project phase have already demonstrated which aspects are relevant to health. Alongside academic work analyses and group discussions, psychological measurements are planned for the period leading up to the summer. These are carried out on a voluntary basis and two methods are used. Firstly, the heart rate and its fluctuation are measured and secondly the stress level is identified by the researcher taking a saliva sample and testing for the immunoglobulin A value. One of the aims of these analyses is to determine the different stress levels of employees at the individual check points or in the course of shift rhythms. In late summer 2013, the project is scheduled for completion with a series of recommendations for action by the experts commissioned to carry out the study.

### Stakeholder dialog



#### Global Player Initiative of the German Federal Criminal Police Office

The Global Player Initiative allows companies to exchange information about their assessment and evaluation of the security or threat position in areas outside Germany where they are currently working or they are planning to work in the future. The initiative was established in 2006 by the German Federal Criminal Police Office and currently comprises 55 companies. These regularly swap information twice a year at a members' meeting and more frequently as the occasion arises. [Fraport has been a member of the initiative since 2010.](#)

#### Legislation

Guaranteeing safety and security in air traffic is part of the continuing mission for airport operators. Statutory legislation is also continually developing in this area. The European Aviation Safety Agency (EASA) has developed a [draft for a European directive \("NPA 2011-20"\)](#) with aim of harmonizing European regulations which vary in some cases. Fraport took advantage of the opportunity to comment on them. The finalized directive will come into force in all member states of the EU on 1 April 2014.

### Status of target attainment



#### Target formulation is not carried out because the focus of the program is on important changes.

Safety and security in air traffic and on the airport site is always the top priority. We are continually developing our processes in order to ensure maximum safety and security standards at all times and we adapt them to new circumstances. One challenge is to structure the necessary security checks and measures to ensure that travelers and

employees experience minimum impact as they go about their business. You will find targets and measures designed to ensure **customer satisfaction** in the appropriate area of action.

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## Customer Satisfaction

The satisfaction of our customers is a top priority in our [Materiality Matrix](#). We are continually working on improving our well-established service profile in order to retain and further enhance customer satisfaction. Specifically, we have decided to provide more comfort to more than 57 million passengers travelling through Frankfurt every year. The corresponding activities were bundled in the initiative “Great to have you here!”.

Fraport also takes part in mobility solutions for special passenger groups, such as retirees or people with disabilities. The [Feedback and Complaint System](#) is also making a significant contribution to customer satisfaction. We use this system to systematically record passengers’ concerns and process them rapidly.

We are also in regular contact with the tenants of properties at the airport. Their [questionnaire](#) at the Frankfurt site revealed for 2012 the best satisfaction values since measurements started in 2005.

At the same time, Fraport has been engaging in the needs of airline companies and airfreight customers. When the new Runway Northwest opened, we increased the available capacity. Apart from gaining additional take-off and landing options, we have also been able to improve punctuality. The previous record percentage from the year 1997 (79.9 percent) was exceeded with an average value of 81.5 percent. This was the first time that Frankfurt Airport broke through the 80 percent barrier, which is a punctuality target value for many European airports. A new monthly peak value was also achieved in November 2012 with punctuality of nearly 87 percent and Frankfurt Airport was positioned in first place of the punctuality ratings drawn up by the Association of European Airlines (AEA) for the first time. The increased landing punctuality in turn exerts a stabilizing effect on ground procedures relating to the handling of passengers, freight and baggage at the airport and reduces any subsequent delays.

### Punctuality rate

Year	2009	2010	2011	2012
Punctuality rate	79.9%	70.7%	75.9%	81.5%

## Passengers



In its Sustainability Program 2011, Fraport defined a target for improving passenger satisfaction with all services at the airport to 80 percent by 2015. With an increase of three percentage points compared with the previous year, we were already able to achieve this target in 2012. An independent organization also saluted our successes in optimizing the service offered in the same year. Fraport was awarded the quality seal “Germany’s most customer-oriented service provider in 2012” and ranked among Germany’s 50 best service providers for the first time in 2012 in a competition held



by Cologne agency ServiceRating in cooperation with business newspaper "Handelsblatt" and the University of St. Gallen. The joint-venture partners ServiceValue GmbH, Goethe University Frankfurt and newspaper "DIE WELT" drew up Germany's biggest service ranking. We received the award "Service Champion in Silver" in this competition. The service quality and customer satisfaction for the passenger service in FRA was also certified by German Technical Inspectorate TÜV-Süd. We completed the audit with a very good overall grade of 1.84.

Since 1996, Fraport has been using a standardized procedure to determine customer satisfaction. This involves us in asking a representative selection of our passengers for their opinion about our service in general. Passengers are also asked about relevant individual indicators, such as the ease of the transfer procedure, the friendliness of staff, and the waiting time at flight-security and passport checks before departure. In 2012, we achieved a grade of 82 percent for waiting time at flight-security check points. This is an improvement of 8 percentage points compared with 2011. We attribute this rise partly to the success of the initiative "Great to have you here!" that we launched in 2010:

#### **„Great to have you here!“**

Fraport has already optimized a lot of individual aspects at Frankfurt Airport during the course of "Great to have you here!". Apart from the waiting time at flight-security check points, this includes orientation in the terminals and the transit times, as well as the friendliness of the personnel at the check points, the information desks, and the check-in. The activities are summarized in the following four sub-categories:

- **Friendly attentiveness:** Managers and employees work together on improving their understanding of service in order to improve their attentiveness to the needs and desires of passengers at our "Service Academy" in [non-hierarchical training programs](#).
- **Fast and passenger-friendly travel:** Since 2012, Fraport has been making life easier in the terminal for the long distances encountered by connecting passengers with six electric buggies known as e-shuttles. We have made it easier for passengers to get their bearings with the "Pilot Plus" project that we completed at the beginning of 2013 for Terminal 1. We have also improved the signage and routing with intuitively comprehensible labeling. In 2012, Fraport also started to install some 90 new information kiosks in the terminals. For example, boarding pass readers installed at the kiosks are able to help passengers find their way quickly to their gate. Users of smartphones or tablet computers are also able to use the FRA Airport App free of charge. This makes it easier for passenger and visitors, to find the route to their destination. The app is available in German and English, and since 2012 it has also been available in Chinese.
- **Shopping and experience** is the motto we want to use to make the stay of our guests maximally enjoyable. Fraport enlists the help of Shopping Assistants to highlight the varied product ranges of retail partners for passengers, meeters and visitors, and advise them when they are shopping. In 2012, we also employed shopping advisers especially for our Chinese passengers. They speak fluent Mandarin and are familiar with the culture and preferences of Chinese passengers. The Shopping Assistants are also deployed in the regular "Happy Moments" campaigns held in the terminals and they distribute little courtesies like gingerbread "Lebkuchen" in the Christmas season or cold drinks in summer.
- **Pleasant atmosphere** is our name for the program that we are using for the rolling upgrade of our terminals and waiting areas, focusing on hygiene and comfort throughout the complex. For example, in 2012 Fraport created four play areas for children and another five will be coming onstream over the next two years. You can find out more about travel with children [here](#).

The WC facilities at the airport are gradually being renewed. Passengers can use a touchscreen to pass on their impression directly after they have used them. The new quality assurance system permits a real-time overview of the status of the facilities. The deployment of cleaning personnel on the ground has also been increased.

#### **Orientation in crisis situations**

Fraport has joined forces with Lufthansa to develop a color concept that helps passengers to cope well in exceptional situations. Different zones in the terminal are identified with color codes in crisis situations. Color monitors, flags and banners on the balustrades of the departure halls help passengers to find their way around. Each color represents a clearly defined handling process. For example, the purple zone directs passengers to the desks for rebooking flights within the EU without a connecting flight. Airport employees wearing appropriately colored waistcoats assist passengers, while others help to direct passengers to the right queues or assist them at the self-check-in machines. We also use posters, flyers and trained personnel to inform passengers about organization and operational processes under extreme conditions. The Basic Assistance Team (BAT) has been trained specifically for exceptional situations and participates in implementing the concept. The team was created especially to support service staff at the terminal during severe disruption to normal operations. It is made up of 190 employees from Fraport and [Fraport Security Services GmbH](#) (FraSec). They are alerted in an emergency situation and are deployed according to their availability and the need on the ground.

The concept proved robust in the first tests under real conditions during the strikes by the air traffic controllers' union in

spring 2012. When the flight attendants stopped working in late summer 2012, the concept made it easier to handle the passenger processes and significantly eased the situation in the terminal. Fraport is planning to extend the concept to Pier A-Plus..

### **Common understanding for service**

Apart from personal motivation, expertise in dealing with passengers in terminal and flight operations is not only important for overcoming exceptional situations but also in routine work every day. Employees and managers are being coached in this customer-centric approach at our Service Academy in a specially devised program. In 2012, around 4,000 from Fraport and the Group subsidiaries [Gesellschaft für Cleaning Service GmbH & Co. Airport Frankfurt/Main KG](#) (GCS), [Frankfurt Passenger Services GmbH](#) (FPS), [FraCareServices GmbH](#) (FraCares) and [FraSec](#) took part in participated in these events.

Regular meetings of our Customer Council also contribute to improving service expertise. The council's members put forward valuable ideas and suggestions from the customer's perspective. In 2012, members of the council provided feedback on the Fraport App and tested the apron bus transfer.

### **Passenger groups with special needs**

The increasing number of travelling retirees and people with disabilities present their own challenges to services and their quality. For example, they expect barrier-free transfers and require adapted orientation guidance. Fraport deploys specialist support services and innovative projects geared to making air travel easier for these passenger groups.

#### *Barrier-free travel*

Major infrastructures and intermodal interfaces like Frankfurt Airport are frequently experienced by older people as being confusing. They are often physically restricted which makes transfers and transporting baggage difficult. At Frankfurt Airport the company FraCareS supports air travelers with disabilities or restricted mobility with various forms of assistance service. This support is available to airline passengers [free of charge](#). Since 2011, Antalya Airport has also had special facilities and service packages for air travelers with [restricted mobility](#).

#### *Mobility for retirees*

In 2012, Fraport initiated the integrated project "Personalized Assistance System and Services for Mobility for the Elderly" (PASS) as the project coordinator. The objective is to achieve continuity of mobility within the travel chain from a passenger's home to their destination. The project was launched in February 2012 and is scheduled for completion in 2014. It has been granted sponsorship by the Federal Ministry of Education and Research (BMBF). Other partners in the project are rail service German Rail (Deutsche Bahn AG), airline company Deutsche Lufthansa AG, Rhine-Main Transport Association (Rhein-Main-Verkehrsverbund) and tour operator Deutsche Reisebüro GmbH (Dertour). The objective is to continuously improve the general travel conditions for older people. PASS is based on mobile Internet and also includes an easily operated navigation system. The aim is also to offer services that are tailored to the needs of retirees and personalized services wherever possible.

## **Airlines**



Every year, Fraport uses the "Customer Barometer Airlines" to measure the satisfaction of airlines with the service provided at Frankfurt Airport. The participation rate in the questionnaire rose in 2012 compared with 2011. Around 90 percent of the station and airfreight managers of the airlines took part in the survey. This is a sign of the widespread acceptance of the survey tool. Overall, we were again able to improve our high values from the previous year in 2012. The Airport Fire Brigade and the Communication Center received particularly good grades. The service was also rated as better than the previous year in most subsections, such as "Airside Duty Management", "Security Control Center", "Access Checks" and the "Central Acceptance Point for Faults". We use criticism to derive measures. One example was training for service employees in direct customer contact implemented in the course of the project [„Great to have you here!“](#).

Since the Runway Northwest started operations, Frankfurt Airport has been able to continuously increase the number of take-offs and landings. The Operational Excellence project was launched in 2011 together with Lufthansa and DFS German Air Navigation Services. The aim of the project is to prepare all those involved for the increased utilization of Frankfurt Airport and guarantee streamlined processes despite increased traffic. A total of 16 core processes were identified – including vehicle movements on the apron and runway system, aircraft positioning, personnel at the gate, baggage conveyance, and security checks. We analyzed these core processes in close cooperation with all the process partners and redesigned them as necessary. Comprehensive training measures were introduced in parallel. The level of success is quantified by carrying out passenger surveys. We succeeded in improving most of the relevant quality indicators by comparison with the previous year. This is particularly applicable to "punctuality", "building use", "service with the customer" and "cleanliness at the airport". However, the evaluation shows that not all the targets were achieved in 2012. For example, "ease of transfer" continued to need improving.

The project is being carried on independently by each of the relevant sections in spring 2013. The aim is for the improvements in quality to be retained and further increased.

## Airfreight customers



The airfreight business has significant strategic importance for the transport and economic development at Frankfurt Airport. This was demonstrated by an analysis carried out in 2012. Fraport has defined the objective of gradually increasing the satisfaction of its airfreight customers in order to safeguard its leading position in the international airfreight market. This is directed toward developing appropriate infrastructure packages and organizing the processes in CargoCity Frankfurt more efficiently. The focus is on reducing queues and waiting times, and avoiding unnecessary journeys by using smart traffic management systems and communication platforms.

## Best Practice example



### Customer Barometer Properties

Apart from its role as an airport operator, Fraport is also a property service provider. The Business Unit "Retail and Properties" carries out regular feedback meetings and customer surveys at Frankfurt Airport in order to measure the satisfaction of the tenants and retail partners. One of these surveys is the "Customer Barometer Properties" which has been used for surveys since 2005. All relevant areas of the service chain for property management were reviewed from the perspective of the customer. In 2012, Frankfurt Airport achieved very good values. We received the best result for the criterion "property location" since the survey started. In particular, customers highlighted as competitive advantages the close proximity to the aviation companies, the flight schedules, the links and accessibility offered by the airport, and the opening times on Sundays and public holidays. The individual criteria "Flexibility in response to enquiries or requests for change", "Information about current construction work", and "Support service for property management" made the most impressive improvements. Fraport received very good grades for the criterion "Friendliness and cooperativeness of customer advisers" in the area of "Contact support". The future perspectives are assessed as very positive. The image of the location as a prestigious property address, as well as the expansion of flight connections and the planned Terminal 3 contribute to the very good result.

## Indicators

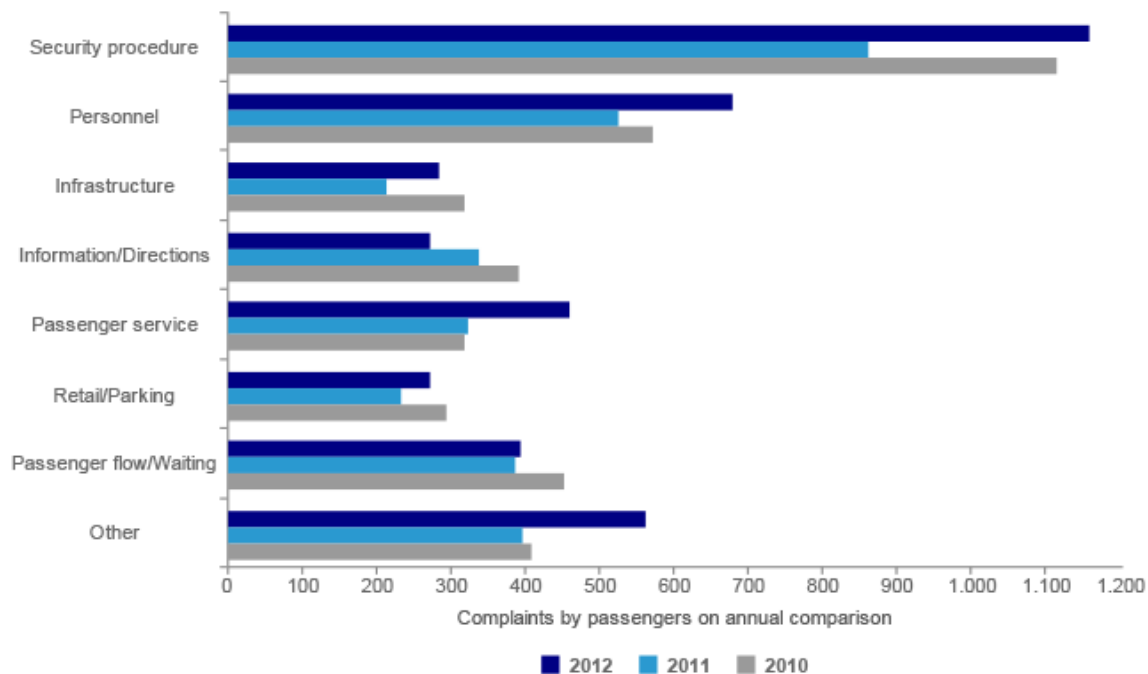


### Passenger satisfaction

	Year	Target	Target attainment
Global satisfaction	2010	73%	70%
	2011	73%	77%
	2012	74%	80%
Ease of transfer procedure	2010	59%	57%
	2011	62%	68%
	2012	64%	76%
<b>Customer satisfaction with friendliness of employees</b>			
Air security	2010	76%	73%
	2011	80%	76%
	2012	80%	78%
Passport control (departure)	2010	78%	72%
	2011	80%	75%
	2012	80%	76%
<b>Customer satisfaction with waiting time</b>			
Air security	2010	72%	67%
	2011	72%	74%

	2012	72%	82%
Passport control (departure)	2010	84%	76%
	2011	80%	82%
	2012	82%	89%

### Complaints by passengers



### Status of target attainment



Target	Duration	Measure	Status
Permanent stabilization of global satisfaction passengers to at least 80%	2015	<p>Service program "Great to have you here!" Stabilization of customer satisfaction with ease of transfer procedure:</p> <ul style="list-style-type: none"> <li>76% (2012: 76%)</li> </ul> <p>Increase in customer satisfaction for friendliness:</p> <ul style="list-style-type: none"> <li>Security check to 80% (2012: 78%)</li> <li>Passport control (departure) to 80% (2012: 76%)</li> </ul> <p>Stabilization of customer satisfaction for waiting time:</p> <ul style="list-style-type: none"> <li>Security check &gt;80% (2012: 82%)</li> <li>Passport control (departure) &gt;85% (2012: 89%)</li> </ul>	See <a href="#">Customer satisfaction</a>

Increase in the satisfaction of airline customers, Measurement tool: Customer Service Index	2014	Implementation of a package of measures for airside and landside and corporate safety and security based on the survey results for airline representatives	Five out of nine measures derived from the study in 2011 were already successfully implemented in 2012. The other projects are continuing to run in 2013.
Increase in the satisfaction of airfreight customers with infrastructure packages and efficient processes in CargoCity Frankfurt	2015	Implementation of intelligent traffic management systems and communication platforms with the target of reducing traffic jams and waiting times, as well as the avoidance of unnecessary traffic in CargoCity Frankfurt	<p>Resolution passed by the Executive Board on overall package of measures for development of the airfreight strategy. Provisional scope is EUR 15 million. Areas of action:</p> <p>a) Process &amp; product optimization at CargoCity</p> <p>b) Improvement in customer dialog with users of CargoCity</p> <p>c) Optimization of sales activities with (cargo) airlines and freight forwarders</p>



## Intermodality

The global passenger and airfreight volume is growing continuously. Transport chains are being designed to be increasingly efficient in order to cope with the rising volume. Intermodal transport concepts are an important tool for this. The approach taken in these concepts is not to transport traffic units over the entire transport route with the same mode of transport. The priority is to find the most efficient mix from the most suitable transport options available in each individual case. Common ticket and check-in systems for both modes of transport involved make the “transfer process” much easier. [The flexible use of road, rail, water and air](#) along the entire transport chain makes a valuable contribution to saving and reducing

- time and costs with shorter transport routes and fewer check-in stages,
- road traffic and queues by shifting transport to rail and
- CO2 emissions and air pollution.

Fraport supports the implementation of intermodal traffic concepts at Frankfurt Airport because these bring advantages for all those involved:

- Making our airport accessible for as many passengers and employees as possible with public and private transport increases the satisfaction of our customers and employees.
- Progressing the development to a Business and Cargo City at the core of the Frankfurt/Rhine-Main Region enhances the profitability of the airport and supports the operation of the “Job Machine Airport”.
- More efficient and less CO2-intensive traffic contributes to environmental and climate protection.

Intermodal networking is therefore an important building block for achieving our strategic goal of “Structuring growth responsibly”. Today, Frankfurt Airport already ranks among the best intermodally networked airports. The size of the catchment area also contributes to this: 38 million people, almost half of the German population live within a radius of 200 kilometers of the airport – a peak value for Europe. Every day, 174 high-speed trains and 223 regional and metropolitan trains use the long-distance and regional railway station. 240 departures leave the bus station every day in public regional and suburban traffic. The Frankfurter Kreuz intersection is located directly at the airport and this is Germany’s busiest highway interchange. The airport has a capacity of 28,500 parking places. These are the goals we have achieved. However, we are not going to stand still but we are going to continually develop our intermodal packages.

## Measures



Fraport has adopted a number of different approaches to promoting intermodal packages. The issue is about further



improving the accessibility of Frankfurt Airport for passengers and airport employees, as well as for airfreight.

### Travel to and from the airport for passengers

We have set ourselves a series of strategic targets for intermodality which are documented in the [Sustainability Program](#). The aim is to further enlarge the catchment area of the airport and increase the percentage of passengers travelling to and from the airport by public transport. We are participating in the AiRail Service run by German Rail (Deutsche Bahn AG, DB) and Lufthansa in order to make travelling to the airport by long-distance train more attractive: Lufthansa customers can enter their flight number in the worldwide reservation system of the airline to reserve places in the ICE trains of German Rail (DB). DB keeps a quota of seats available for these reservations. Fraport supports travelers with a baggage service at the AiRail Terminal of Frankfurt Airport and keeps them informed about their connecting flights and trains.

Bus transport also contributes to expanding the catchment area because the long-distance bus market in Germany has been deregulated since January 2013. There are already 24 bus lines which connect Frankfurt Airport daily to German cities and more routes have been announced. This gives passengers low-cost travel to and from the airport. This also brings towns without good rail connections to Frankfurt Airport into the catchment area.

### Travel to and from work for employees

We are also making use of existing options available in order to optimize commuting by employees to and from their workplace. Fraport, FraSec and Airport Personal Services GmbH (APS) give their members of staff the Job Ticket free of charge as an incentive to leave their cars at home. Apart from a significant reduction in CO<sub>2</sub>, this also relieves the traffic situation around the airport. 41.2 percent of our employees used public transport to commute to and from work in 2012. An early high-speed ICE from Hamburg and Cologne has been scheduled from Hamburg and Cologne to Frankfurt airport for the past two years to make it easier for employees to commute by rail.

### Airfreight substitute transport

The volume of airfreight substitute transport is also increasing with rising volumes of freight. This leads to high traffic volumes on all routes to and from Frankfurt Airport. Fraport therefore supports the transfer of airfreight substitute traffic to the rail. You will find more measures on airfreight in the section [customer satisfaction](#).

## Indicators



### Employee and passenger traffic

	2010	2011	2012
<b>Fraport Group</b>			Share in %
Employee traffic			
Travel to and from work by public transport	33.0	34.7	42.3*
Passenger traffic			
Travel of originating passengers to and from the airport by public transport	65.7	67.7	68.1
<b>Fraport parent company</b>			Share in %
Employee traffic			
Travel to and from work by public transport	31	31.8	41.2
Passenger traffic Frankfurt Airport			
Travel of originating passengers to and from the airport by public transport	39.2	40.9	41.6

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous year are not adjusted.

### Movements in the long-distance railway station, regional railway station and on the road

	2010	2011	2012
Private car and hire car	42	41	37
Taxi and shuttle services*	20	22	23
Bus and suburban rail	14	14	16
High-speed ICE and other long-distance trains	22	21	22

\*Shuttle service from hotels, travel agents, taxi companies, etc.

### Status of target attainment



Target	Duration	Measure	Status
Increase in the proportion of originating passengers travelling to and from the airport by public transport (bus, suburban rail, regional rail, high-speed ICE, other long-distance trains)	2015	Connection of baggage conveyor system to the check-in desk at the AirRail Terminal	Planning completed at Fraport
		Support for expansion of integrated Ticketing/Code Share Agreement between German Rail (DB) and other airlines	Measure is being planned
Growth in the originating passenger market by increasing the catchment area for users of public transport	2015	Improvement in the package of scheduled long-distance bus connections from German regions which are not optimally connected to the long-distance rail network of German Rail (DB) to Frankfurt Airport	Joint planning started for expansion of the bus station with bus companies and German Rail (DB).
		Indicator panels and new signage in the long-distance railway station	Indicator panels being planned, new signage commissioned by German Rail (DB)
Improvement in the intermodal package for airport staff*	2015	Use of an early high-speed ICE train from Hamburg/Köln,	Target not being used in future
		Introduction of an additional local bus connection from the district of Offenbach	Sub-target early high-speed ICE attained, sub-target local bus connection could not be achieved

\* no longer applicable in future.

You are here: Environment



## Environment

Air traffic and the operation of airports exert an impact on the environment. There is no doubt about that. Fraport sees itself as a responsible airport operator with locations on four continents. This means we have a commitment to minimize the environmental impacts generated as a result of our activities. Fraport can only be successful over the long term if the company meets the needs of its customers, employees and owners, and takes appropriate account of the ecological requirements.

Our environmental activities focus on the priorities that we have defined in our [Sustainability Program](#). Activities relating to climate protection, air quality, conservation of nature and resources are a top priority. In 2012, we initiated and implemented numerous further measures. The platform for these actions is the [Fraport Environmental Policy](#) which was approved for the entire Group in 2008. The policy is based on the principles of the UN Global Compact. This policy commits us to environmental compliance for all our business activities at our locations.

The [Environmental Management System](#) of the Fraport Group ensures compliance with the statutory regulations and guarantees continuous improvement of environmental protection. Since 1999, the Fraport parent company has been operating an Environmental Management System validated in conformity with the European directive on the Eco-Management and Audit Scheme EMAS and this system received certification in conformity with ISO 14001. As companies exerting major environmental impacts, the subsidiary companies Fraport Cargo Services (FCS) and N\*ICE Aircraft Services & Support GmbH (N\*ICE) have also been audited in conformity with EMAS and ISO 14001 since 2008 and in 2010 respectively.

The airport [Jorge Chávez International in Lima](#) (Peru) and [Antalya Airport](#) have also received certification in conformity with ISO 14001. The [Varna and Burgas Airports](#) also have a joint, systematic Environmental Management System.

The Environmental Statement was audited externally by an independent environmental auditor in conformity with the criteria defined in the EMAS directive and it complements the Sustainability Report by also providing information in the public domain about the environmental impacts and achievements of Frankfurt Airport.

- PDF-Download: [“Abridged Environmental Statement 2012”](#)
- PDF-Download: [“Environmental Statement 2011”](#) (this is the comprehensive Environmental Statement)
- PDF-Download: [“Environmental Policy”](#)



## Climate Protection

Only approximately 0.1 percent of the world's CO<sub>2</sub> emissions generated by people originate from the operation of airports. This assessment made by the Airports Council International (ACI), the global umbrella organization for airport operators, highlights the comparatively low potential of the sector for exerting an impact on the global climate. Nevertheless, the global importance of climate protection means that it ranks among the most important environmental issues at Fraport. We are continually working to reduce the emissions of gases that exert an impact on the climate. The measures relate to buildings, infrastructure, and our company's dedicated vehicle fleet.

Our [target](#) for 2020 is to reduce CO<sub>2</sub> emissions per passenger or 100 kilograms of airfreight by 30 percent compared with the year 2005. Another target is to avoid additional CO<sub>2</sub> emissions despite growth in air traffic.

Fraport supports a series of international initiatives in the air-traffic sector to protect the climate. We are involved in a number of projects including Single European Sky Air Traffic Management Research (SESAR). This initiative launched by the European Commission and the air safety organization EUROCONTROL has defined the goal of reducing the CO<sub>2</sub> emissions per flight by ten percent compared with the baseline year of 2005 by the year 2020. Airport-Collaborative-Decision-Making-Verfahren (A-CDM) was developed in the context of the Single European Sky (SES) under the management of EUROCONTROL. Combined with efficiency increases and optimized use of resources, this procedure has the potential for cutting CO<sub>2</sub> emissions on the ground and in the air.

### CO<sub>2</sub>-Controlling



Efficient climate protection is based on the measurement and control of energy consumption. Fraport has therefore introduced accounting-based controlling and reporting for energy consumption and CO<sub>2</sub> emissions. Regular reporting of the relevant data enables us to check whether the CO<sub>2</sub> targets are being achieved. We are also able to identify adverse developments at an early stage. At the same time, CO<sub>2</sub> controlling allows high levels of energy consumption to be identified and energy measures to be initiated. The successes achieved by implementation are quantifiable. The highly differentiated data for energy consumption by buildings, plant or equipment at the Fraport parent company form the basis for calculations. All relevant energy carriers such as electricity, district cooling and heating, gas, and fuels for vehicles and combustion plants are taken into account. The first reporting procedure was carried out for the Fraport parent company in the first quarter of 2013. The CO<sub>2</sub> emissions for the entire Group continue to be reported retrospectively each year. However, we transferred recording of the data from the subsidiary companies to the software used for financial statements and consolidation in 2012. This automated procedure means that reporting will be speeded up and the validity of the data will be enhanced.

### Building portfolio



The future will see Life-Cycle-Costing (LCC) being systematically applied for the refurbishment and upgrading of all buildings in our portfolio. LCC calculates the costs for planning, construction, operation and maintenance of the buildings and these are therefore integrated from the outset. Portfolio management of the Fraport parent company has developed a strategic project with three focus issues in order to enable this value management to make an operational contribution within the real-estate segment. The first work package includes the life-cycle planning and construction phase, the second package focuses on the transparency and management of costs associated with building usage. The third package deals with maintenance planning. This approach ensures energy and cost efficiency while also safeguarding the functionality of refurbishments and upgrades. The focus is on planning and realizing the following measures at the Frankfurt site:

- The implementation of a major project has been ongoing since 2007. This has involved refurbishment of the ventilation systems at Terminal 1. The technical control centers required for the air conditioning are being re-equipped in a rolling program continuing up until the year 2020. Apart from a reduction in CO<sub>2</sub> emissions, the aim of this project is also highlighting the potential energy savings in the area of building automation. The refurbishment of more than 50 technical control centers is being carried out in several project stages. This program is being implemented while operations continue as normal. The potential savings in the first project stage amount to around 8,300 tons of CO<sub>2</sub>. This is equivalent to approximately 40 percent of the total potential energy savings by the Fraport parent company. Savings of some 2,200 tons of CO<sub>2</sub> have already been achieved. Refurbishment stages with further potential for reductions of a further 6,100 tons of CO<sub>2</sub> are currently being implemented.

#### **Optimization of lighting**

The following measures implemented by Fraport and its subsidiary company Fraport Cargo Services GmbH (FCS) in the area of lighting reduced CO<sub>2</sub> emissions and the costs for energy and maintenance in 2012.

#### **Fraport parent company**

- **Lighting reduction in parking garages**

Since 2012, the lighting at all parking rows in the parking garages located at Terminal 1 and in the car park for personnel is being reduced during the period from midnight to 4 a.m.. Lighting is also being cut down at the parking facility for staff at the weekend. The reduction is implemented by switching off an average of 30 percent of the lighting. This saves around 210,000 kilowatt hours of electricity every year, corresponding to a CO<sub>2</sub> reduction of nearly 95 tons.

- **Lighting reduction by controlling external lighting**

In 2012, we started to equip lighting in the parking garages close to the outside walls with external light sensors which switch off the lighting automatically. This will enable us to save approximately 124,000 kilowatt hours of electricity each year, corresponding to a CO<sub>2</sub> reduction of approximately 56 tons

- **Lighting test series in the underground car park at Terminal 2**

In 2012, various LED lamps and fluorescent tubes from a selection of manufacturers were tested over an extended period in the underground car park at Terminal 2. An initial result will involve converting the lighting in this area to energy-saving fluorescent tubes. This measure is planned for 2013. The aim is for this measure to save 560,000 kilowatt hours of electricity each year and associated CO<sub>2</sub> reductions of around 230 tons.

- **Lighting test series in the terminals**

We are carrying out tests with LED lamps in the two terminals, e.g. in Arrivals Halls A and C. The test in Terminal 2 has already been so successful in business and qualitative terms that it is being implemented in the short term.

#### **FCS – Fraport Cargo Services GmbH**

Fraport Cargo Services GmbH tested LED technology at the truck depot during the course of 2012 and achieved savings amounting to 47 tons of CO<sub>2</sub>. The use of appropriate LED lamps is to be extended to FCS airfreight halls during the third quarter of 2013 and the savings potential is around 545 tons of CO<sub>2</sub> each year.

## **New-builds**



The criteria of sustainable construction are an integral element of all planning stages for new-builds at Frankfurt Airport. The concept of Life Cycle Costing (LCC) is also applied here. LCC enables the costs of planning, construction, operation and maintenance of new buildings to be calculated and incorporated in the investment decision. The energy and cost efficiency, and functionality of new-builds at Frankfurt Airport are uniformly safeguarded as a result.

In line with this concept, the new Fraport Headquarters was constructed in conformity with the standards defined by the German Sustainable Building Council (DGNB) and has already been awarded the DGNB preliminary certificate in gold.

Certification in conformity with the DGNB Gold Standard and other international standards are already envisaged for

Terminal 3 currently at the planning stage. The final decision on certification is being reviewed on the basis of commercial aspects that incorporate Life Cycle Costs. A "Round Table" made up of external and internal experts was involved in defining the concepts for sustainable construction of Terminal 3. The proposals were included in planning.

## **Company vehicle fleet**



The company's vehicle fleet was responsible for emitting around 14 percent of the CO<sub>2</sub> emissions generated by the Fraport parent company. Vehicles with alternative drives are being purchased in order to reduce these emissions.

At the end of 2012, we launched a project sponsored by the Federal Ministry of Transport, Building and Urban Development (BMVB) focusing on "Electromobility in Model Regions". The goal of the project is to demonstrate to a broad swathe of the public that electric vehicles are ideally suited as the workhorses for the special requirements in routine, everyday operation at airports, compared with vehicles powered by internal combustion engines. Supporting academic research is intended to yield new findings on the technical requirements for vehicles, battery systems, energy infrastructure and user acceptance.

### **Special equipment**

Approximately ten percent of Fraport vehicles operating at Frankfurt Airport today are powered by electric motors. This includes a lot of energy-intensive special-purpose vehicles, such as pallet loaders, tow-tractors and conveyor-belt trucks.

The government-subsidized project will continue to grow the proportion of electric vehicles at Fraport. The aim is to have up to 14 battery-powered pallet loaders by 2015, four electric minibuses and a solar-powered passenger stairway by 2015. Furthermore, plans are in place for around ten percent of the baggage tow-tractors to be converted to series hybrid drive by 2015. These measures have the potential to avoid up to 770 tons of CO<sub>2</sub> each year, if the power supply for the vehicles is sourced from renewable energies.

### **Innovative car pool solution**

At the end of 2012, we set up a new car pool in conjunction with an innovative booking and access system in Frankfurt. This enabled the number of company cars to be reduced by three to nine vehicles. Two of these vehicles are powered by an electric hybrid engine. The subsidized project outlined above includes plans to increase the number of electric cars up to 20. 15 charging points are to be installed designed to a Fraport-compliant standard.

## **CO<sub>2</sub> reduction for aircraft engines**



### **Auxiliary Power Units – APU**

The operation of Auxiliary Power Units (APU) accounts for a proportion of approximately ten percent of the CO<sub>2</sub> generated in the take-off and landing cycle. Use of APUs is virtually unavoidable in specific short phases, of the cycle, for example when starting the main engines. However, they frequently continue to run at the gate positions in order to supply electricity and provide air-conditioning. Switching off the APUs could significantly reduce emissions of CO<sub>2</sub> and other air pollutants or indeed avoid them altogether. However, in order to achieve this, aircraft also need to be supplied with air-conditioning, known as Pre-Conditioned (PCA), when they are stationary – alongside the universally available supply of electricity delivered to aircraft on the ground from the terminal.

A pilot project is offering this facility on a test basis. The new Pier A-Plus came into operation in October 2012 and was equipped with a pilot system which supplies PCA to the aircraft at their parking positions. We are cooperating with Deutsche Lufthansa to establish how processes associated with the aircraft at the gate can be structured to optimize the use of energy.

### **Airport Collaborative Decision Making procedure**

Airport Collaborative Decision Making (A-CDM) is a procedure developed within the framework of the Single European Sky (SES) at the initiative of EUROCONTROL, the European organization for the safety of aviation in Europe. It is intended to promote improved exchange of information between all the partners involved in flight-operation processes, including the airports, air traffic control, European Network Management, the airlines and the ground handling services. Since everyone is able to access the latest and very high-quality information, A-CDM improves planning and leads to smoother workflows at airports and in European airspace. A-CDM helps to make the most of potential CO<sub>2</sub> savings at Frankfurt airport. In conjunction with improvements in operational efficiency, it helps to save fuel, reduce CO<sub>2</sub> reductions and cut down delays. Compliance with the planned time slots for take-offs and landings also improves and this is reflected in an overall improvement in punctuality for departures.



Introduction at Frankfurt Airport by Fraport and German Air Navigation Services (DFS) in conformity with the European directives and recommendations was completed according to plan at the end of 2011. A-CDM was also introduced at airports in Munich and Brussels, at Paris Charles de Gaulle and at London Heathrow. Since January 2013, Helsinki Vantaa has also numbered among European A-CDM airports.

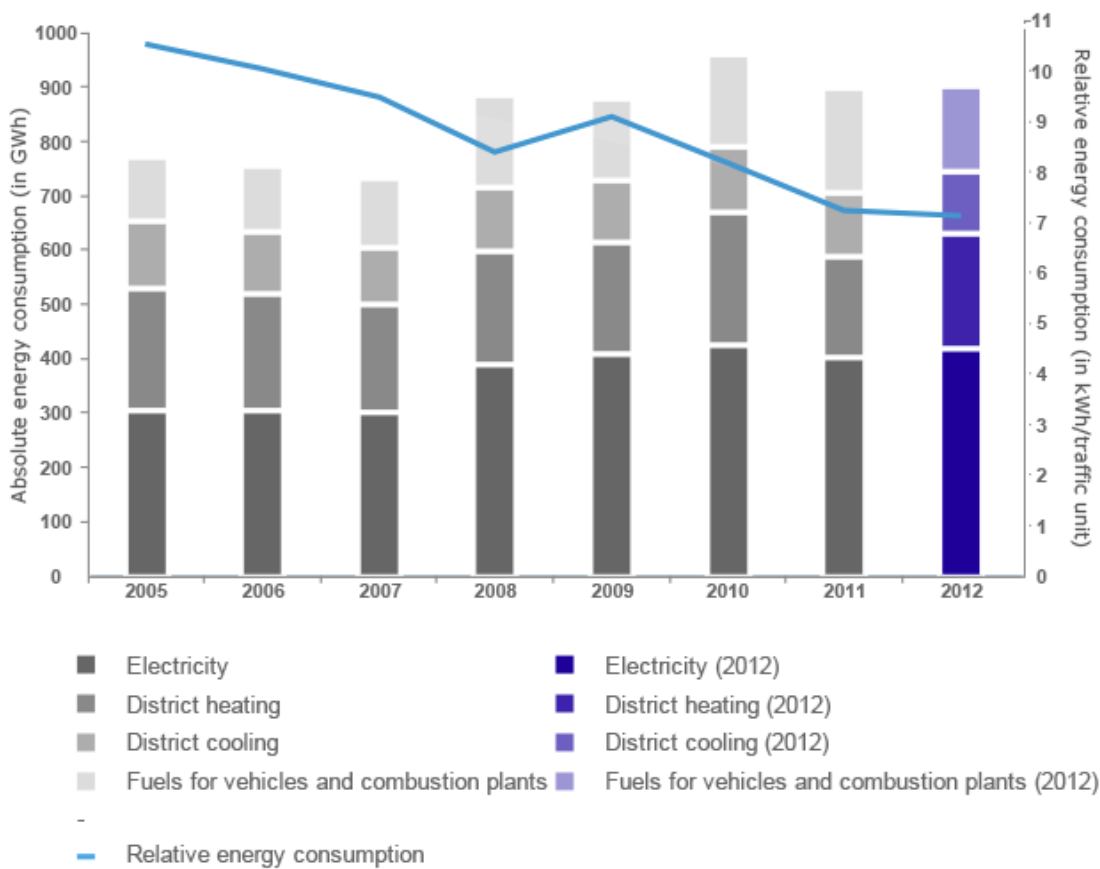
#### Electric taxiing system for aircraft

Lufthansa has been testing an electric taxiing system for aircraft at Frankfurt Airport. This system offers a big potential for saving fuel and reduces noise emissions. During the five-day test, two electric motors were installed in the main landing gear of an Airbus A320 and tested under real conditions. An analysis is currently being carried out to establish whether motors for electric taxiing can be operated cost-effectively.

### Indicator energy



#### Energy Fraport Group\*



\* 2005 to 2007: Fraport parent company

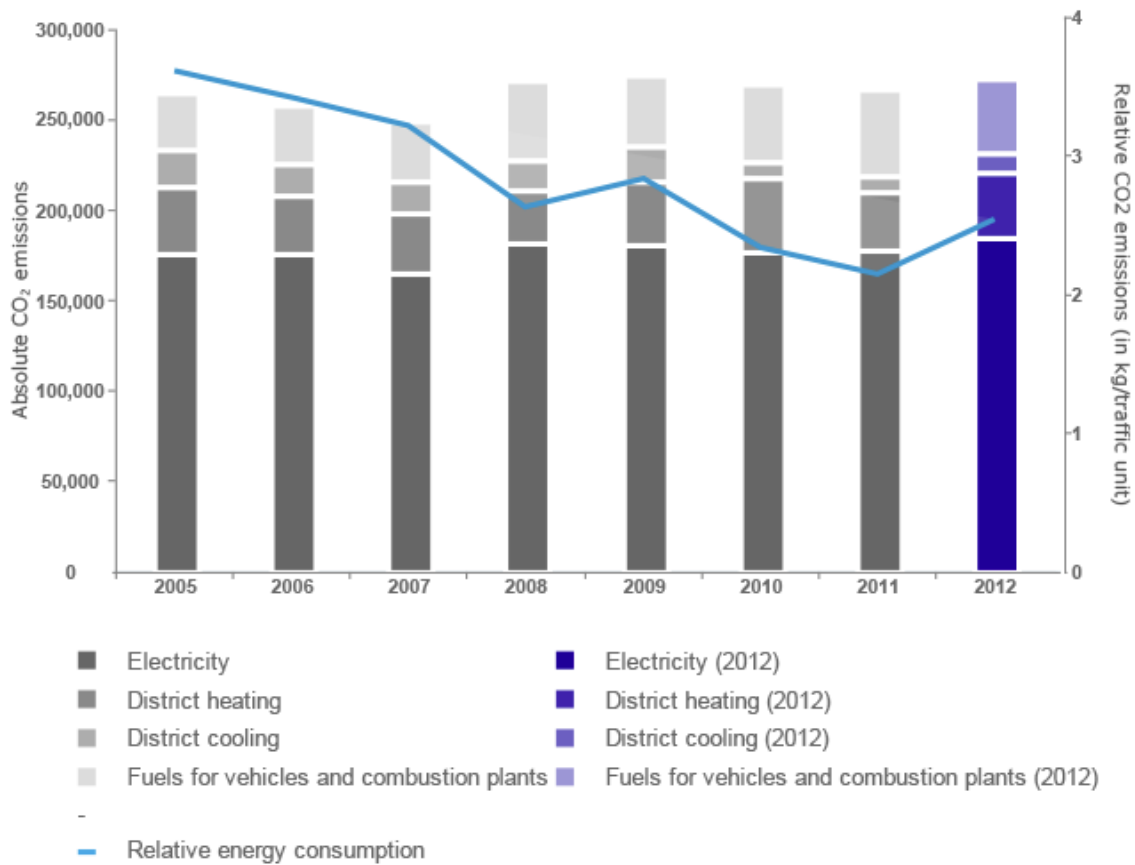
2008: Fraport parent company, Group airports Hahn, Antalya, Varna, Burgas, Lima, Group subsidiaries FCS, N\*ICE

2009 to 2012: Fraport parent company, Group airports Antalya, Varna, Burgas, Lima und Group subsidiaries FCS, N\*ICE

### Indicator CO2 emissions



## CO<sub>2</sub> emissions Fraport Group\*



\* 2005 to 2007: Fraport parent company

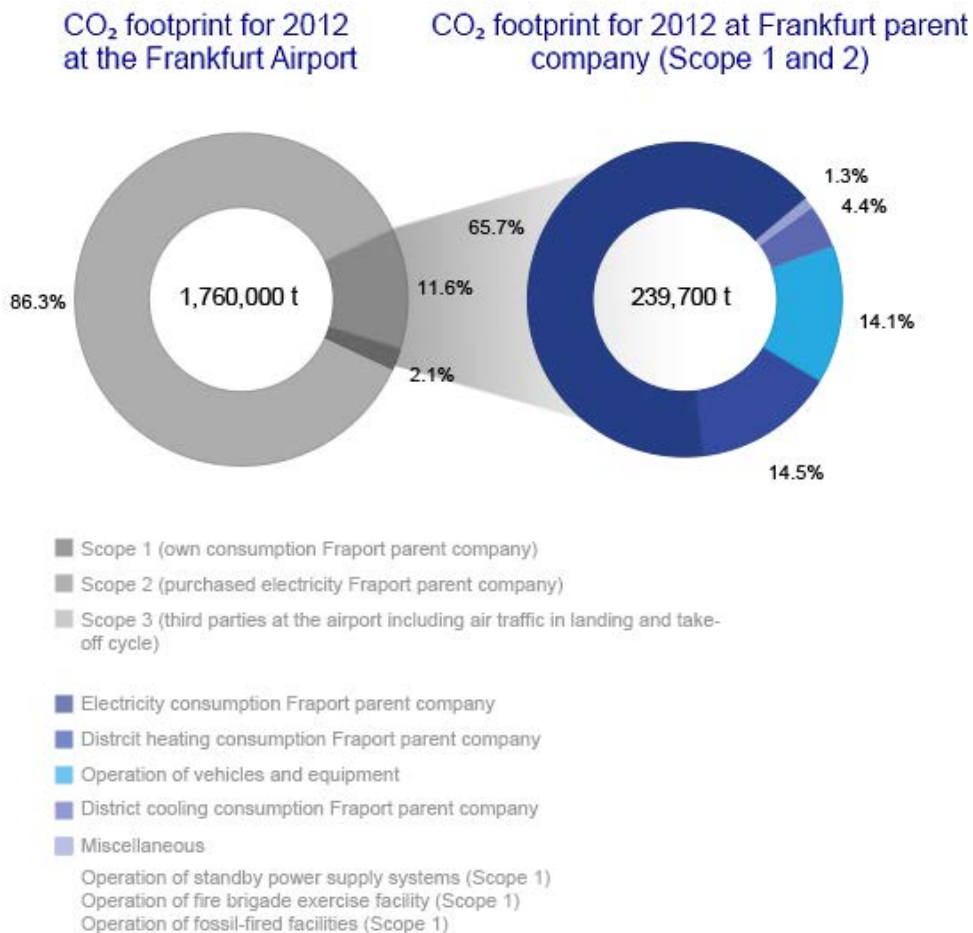
2008: Fraport parent company, Group airports Hahn, Antalya, Varna, Burgas, Lima, Group subsidiaries FCS, N\*ICE

2009 to 2012: Fraport parent company, Group airports Antalya, Varna, Burgas, Lima und Group subsidiaries FCS, N\*ICE

Indicator CO<sub>2</sub> Footprint



## CO<sub>2</sub> footprint Frankfurt Airport and Fraport parent company



### Best Practice examples

#### Airport Carbon Accreditation

Fraport takes part in Airport Carbon Accreditation. This is a program run by the Airports Council International Europe (ACI Europe), the European umbrella organization for airport operators. The program aims to motivate as many European airports as possible to opt for comprehensive CO<sub>2</sub> management and work toward achieving carbon-neutral operation. Frankfurt Airport was the first airport ever to be accredited to this program in 2009.

The highest Level 3+ can be achieved in four stages. Level 1 ("Mapping") involves obtaining a complete overview of all the emission sources at the airport and a detailed CO<sub>2</sub> footprint of activities. Stage 2 ("Reduction") requires targeted management of these emissions and the control of reduction. Level 3 ("Optimization") demands documentation of activities which are associated with the airport but which are not the responsibility of the operator, such as flight operation, or travel to and from the airport by passengers and personnel. Level 3+ ("Neutrality") is only achieved by airports which are able to verify that they are reducing climate-gas emissions under their responsibility as much as possible by targeted reduction measures and compensating the residual amount with carbon offset under the rules of the Kyoto Protocol.

Frankfurt Airport was already awarded the Airport Carbon Accreditation Level 2 in 2009. Reporting was expanded for the upgrade to Level 3 at the beginning of 2012 by including information on emission sources which have to be allocated to "Scope 3" under the Greenhouse Gas Protocol (GHG Protocol). These include operation of aircraft in their parking positions on the ground and in the landing and take-off cycle up to 3,000 feet, and the operation of buildings and ground handling vehicles of third parties, the supply of aircraft with ground power supply, travel to and from the airport by passengers and employees, and business trips. The dialog with companies based at the airport was also intensified.

#### Fraport Energy Award for energy saving projects

Fraport would like to encourage other companies located at the airport to make efforts to enhance energy efficiency. In

2012, Fraport therefore teamed up with Fraport subsidiary Energy Air GmbH to award the "Fraport Energy Award" for the first time. A competition was set up for around 400 customers of Energy Air based at the airport but not part of Fraport. These companies were asked to submit their projects related to energy efficiency. The winner in the category "Highest Savings" was the catering company LSG Sky Chefs Frankfurt International GmbH. A software-based energy management system helped this company to reduce energy consumption in its dish-washing lines by more than 500,000 kilowatt hours a year. The prize in the category "Innovation" went to IVG THE SQUAIRE Parking GmbH & Co. KG which installed innovative LED lighting in the parking garage opened in February 2012 serving "The Squire" office, hotel and retail center.

### Climate protection study

Fraport AG takes a serious approach to the issue of climate protection. Since a large proportion of its CO2 emissions at the Frankfurt site are caused by the operation of buildings, and mobile and stationary equipment, these facilities hold the key to achieving climate-protection targets defined now or in the future.

Fraport called in expert support to assist us with the complex and demanding tasks of identifying efficient energy measures and planning their implementation as quickly and as economically as possible. In 2011, we commissioned the Oeko-Institute (Institute of Applied Ecology) to carry out a study investigating potential protection strategies and measures. Five experts from the Oeko-Institute and 30 specialists from various business segments of Fraport AG spent the period from autumn 2011 to spring 2013 working on gathering and analyzing the necessary data and information. The result was three different energy efficiency scenarios.

## Status of target attainment



Target	Duration	Measure	Status
Reduction of CO2 emissions per traffic unit (TU: one passenger with baggage or 100 kg of airfreight) by 30%, from 3.7 in 2005 to 2.6 kg/TU in 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol) Avoidance of additional CO2 emissions by airport expansion in 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol, based on 2005).	2020	Establishment of CO2 controlling	<ul style="list-style-type: none"> <li>• Technical concept completed</li> <li>• IT tool is being configured</li> </ul>
		Use of alternative drive technologies	<p>Gradual implementation is planned until 2015.</p> <p>To date, we have been deploying</p> <ul style="list-style-type: none"> <li>• five electric pallet loaders (approx. 5 percentage points of planned 20%)</li> <li>• four serial hybrid baggage tow-tractors (approx. 3 percentage points of planned 20%)</li> <li>• 81 electric conveyor-belt trucks (approx. 86 percentage points of planned 100%)</li> <li>• five electric cars for trial operation</li> <li>• five plug-in electric vehicles for trial operation</li> </ul>
		Energy-optimization for portfolio of buildings**	The measure is implemented with specific projects based on analyses of Life Cycle Costs. The target values are defined in the Guideline for Sustainable Building which is to be introduced in 2013.
		Energy-optimized planning of new buildings* / **	The project has been completed.

			<p>All proposals were evaluated on the basis of ecological and economic perspectives.</p> <p>One project was included in the planning for Terminal 3.</p>
		Certification of the new building for Terminal 3 in conformity with the DGNB Gold Standard and possible international standards	The certification is developed in the design planning phase.
		Setting up trial areas for LED lamps	<ul style="list-style-type: none"> <li>• for apron illumination</li> <li>• in parking garages</li> <li>• in the arrival hall and external area at Terminal 1</li> </ul>
Implementation of the concept of "Sustainable Building" in the business processes	by 2013	Establishment of organizational unit "Sustainable Building" within the Central Infrastructure Management of Fraport AG*	Content is being implemented in existing processes.
		Conceptual approach for Life Cycle Costing (LCC) to provide planning and decision-making support, and implementation of an IT solution	IT solution is being developed

\* no longer applicable in future

\*\* 2011 target is now a measure

See also measure ["Review of gradual introduction of stationary Pre-Conditioned Air for aircraft \(PCA\)"](#)



## Air Quality

Air pollutants at the Frankfurt site are mainly caused by flight operations. However, a percentage of the pollutants are generated by operations on the ground as a result of apron and vehicle traffic, and through heating systems fuelled by oil or gas. Our objective is to reduce the emission of air pollutant from all sources. We are also working on drawing up an inventory of all the relevant pollutants so that we are in a position to monitor the success of our reduction measures.

### **Pollutant emissions caused by ground operations at the airport**



Carbon monoxide and nitrogen oxides make up the biggest proportion of total emissions for gases and dusts found in the local environment at Frankfurt Airport. These are followed by hydrocarbons, sulfur dioxide (NO<sub>x</sub>), PM<sub>10</sub> (fine dust particles with a diameter of less than 10 micrometers) and soot. The percentage of total emissions generated from aircraft and vehicle traffic, and stationary sources at and around the airport which are accounted for by the Fraport parent company is approximately 8 percent for NO<sub>x</sub>, around 4 percent for benzene and about 37 percent for PM<sub>10</sub>. The Fraport parent company emits around 264 tons of NO<sub>x</sub> each year, 0.4 tons of benzene and 9.3 tons of PM<sub>10</sub>. The biggest emitters include ground handling vehicles and other vehicles. These data were derived once from the zoning plan procedure for expanding Frankfurt Airport.

Since 2011, we have been working on developing a model for making systematic records of relevant [air pollutant emissions](#). This is intended to assist in monitoring our reduction measures and presenting their success. This model will provide Fraport with a database in order to be able to determine the percentage of emissions contributed by airport operations to the pollutants in the surrounding area. The emission sources are divided into different categories in order to evaluate the data. The selection of the pollutants analyzed is based on their relevance. Substances are designated as relevant if there are statutory regulations specifying limits and they occur at the Frankfurt site in significant amounts.

A further measure to reduce pollutants arising from airport operations involves Fraport gradually converting its vehicle fleet to [low-pollutant and electric power units](#). More electric ground handling vehicles were introduced in 2012.

### **Pollutant emissions caused by air traffic**



Alongside the intake air (about 90 percent), aircraft turbines primarily emit carbon dioxide (around 7 percent) and water vapor (about 3 percent). All three components are a constituent element of the natural atmosphere. The additional pollutants arising are carbon monoxide, nitrogen oxides, sulfur dioxide, hydrocarbons and soot, and they account for a share of less than 1 percent. The emission spectrum of aircraft turbines is equivalent to the range of pollutants generated by road traffic. The amounts of these materials emitted at the Frankfurt site are determined each year and published in the Environmental Statement.



- PDF-Download: [“Abridged Environmental Statement 2012”](#) with a record of the emissions

We are only in a position to influence aircraft emissions indirectly. Fraport therefore levies emission-based airport charges on nitrogen oxides and hydrocarbons to give the airline companies financial incentives to use aircraft with lower emissions. Switching off the Auxiliary Power Units (APUs) at the parking position is another way of further reducing the emissions from aircraft. A [pilot project](#) to look into this was launched in the Pier A-Plus section of the airport in 2012. We are working continuously on reducing the fuel consumed by cutting down the taxiing and waiting times experienced by aircraft. [Airport Collaborative Decision Making \(A-CDM\)](#) is one of the measures directed toward this by implementing a procedure to improve coordination of processes on the ground.

#### Switching off auxiliary power units

The operation of Auxiliary Power Units (APU) account for a proportion of 9 percent of the NOx emissions and 19 percent of the [PM10](#) emissions in the take-off and landing cycle. These engines are used to supply the aircraft with electricity and air-conditioning when they are at the parking position. These APUs can only be switched off and the emissions reduced if the aircraft is supplied from outside. We are already offering ground power supply throughout the airport complex. Since 2012, a stationary Pre-Conditioned Air facility for the provision of air-conditioning has been undergoing tests.

#### Fuel dumping

In rare cases of emergency, German Air Navigation Services (DFS) approves the dumping of fuel, an issue that is often debated in the public domain. Long-haul aircraft are the only airliners provided with the equipment for dumping fuel because these are the only aircraft where the authorized take-off weight is significantly higher than the authorized landing weight. The procedure may therefore be necessary if a fully fuelled long-haul aircraft has to abort a flight because of an emergency or a fault onboard. Dumping fuel allows the weight of the aircraft to be reduced within a short space of time in order to achieve the authorized landing weight. The German Air Navigation Services assigns the aircraft to a relatively thinly populated area for emergency fuel dumping. High-pressure pumps are then used to “atomize” the aviation fuel at high altitudes. Most of these tiny droplets never reach the ground but evaporate in the upper layers of the atmosphere and are partly degraded to form water and carbon dioxide. Recent years have seen between three and nine aircraft being compelled to dump fuel over the State of Hesse each year. Fuel dumping is not permitted without authorization by the German Air Navigation Services.

#### Fraport supports CARIBIC research project

Since 2009, Fraport has been supporting the [CARIBIC Project](#) on atmospheric research through the [Environmental Fund](#). The specially equipped Lufthansa Airbus A340-600 “Leverkusen” takes off from Frankfurt Airport once a month loaded with a measurement container packed with test instrumentation to investigate the climate. The passenger airliner serves as a test platform and collects data on chemical and physical processes which exert an influence on the climate system. Instruments measure more than fifty trace gases relevant to climate change present in the air samples, and check water vapor and airborne particles suspended in the atmosphere.

Like all passenger airliners, the “Leverkusen” mainly flies in the transition zone between the troposphere and the stratosphere. The troposphere is the lowest layer of air in the atmosphere where weather events take place and the stratosphere is located above the troposphere. Many substances which humans – and air traffic – convey to the atmosphere exert their effect in this tropopause region. Measurements taken from the ground or from satellites only provide incomplete information about this important zone. Considerations of cost do not permit large-scale, regular data surveying over the long term by special research aircraft. Regular deployment of the “Leverkusen” on a variety of long-haul routes therefore makes the CARIBIC test series particularly important for research work.

## Recording pollutant emissions



We have been continuously monitoring airborne pollutant emissions on the Frankfurt Airport site by two measuring stations since 2002. A third measuring station was also operated to the south of Kelsterbach between 2008 and 2011. This station was replaced by two new stations near the Runway Northwest in the year 2012. These stations are now located in the area where the approval procedure predicted that the airport would exert the greatest effects for air hygiene in adjoining residential areas. The measuring results were published in the “Air Hygiene Annual Report”.

- PDF-Download: [“Air Hygiene Annual Report 2012”](#) (only in German available)

The results show that the air quality at the airport site has remained unchanged at the urban level since the start of continuous monitoring.

#### Pollutant measurements carried out by government agencies

The expansion of Frankfurt Airport is a controversial issue in the Frankfurt/Rhine-Main Region. We have been pursuing intensive dialogs with the impacted communities over recent years. The Forum Airport and Region (FFR) has acted as

a platform for constructive discussions about the impacts that result from expansion. A constituent element of the forum is the Environmental and Neighborhood House (UNH) run by environmental organization Gemeinnützige Umwelthaus GmbH. The most important goal of the Environmental and Neighborhood House is to continuously **improve** communication and cooperation between Frankfurt Airport, its users and the neighboring residents through independent and transparent information. This endeavor is assisted by an Internet portal which offers aircraft noise monitoring and information on environmental and social issues associated with the airport. The exhibition facilities were opened in April 2013.

The Hesse State Agency for Environment and Geology (HLUG), the Hesse Environment Ministry and the Environmental and Neighborhood House joined forces to carry out measurements near to Frankfurt Airport on 29 November 2012. Since May 2012, the Hesse State Agency for Environment and Geology has been operating a measuring station in Frankfurt's Lerchesberg district. The objective of this station is to record the air quality below the approach flight path of the Runway Northwest (for aircraft landings only) and monitor compliance with the statutory regulations. Results to date have not indicated any significantly increased or unusual negative pollutant loads on residents. By comparison with the measuring stations in closer proximity, the measured values tend to be lower or at most within a similar range. This also corresponds to the results from Fraport's own measurements recorded at the airport since 2002.

## Status of target attainment



Target	Duration	Measure	Status
Reduction of emissions of air pollutants due to the operation of the airport	2020	Development of methodology for calculating air pollutant emissions for <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Aircraft handling</li> <li>• Subsequent expansion and landside traffic is optional</li> </ul>	The conceptual phase is ongoing: Analysis of the status quo and supplementing existing operational data for infrastructure, research of current emission factors, piloting of methodological approaches. <ul style="list-style-type: none"> <li>• Preliminary partial results for combustion of heating oil and natural gas are now available, consolidation of the results for infrastructure will be carried out in mid-2013.</li> <li>• Preliminary results for ground handling at the end of 2013.</li> </ul>
		Review of the gradual introduction of stationary Pre-Conditioned Air for aircraft (PCA)  See also <a href="#">Climate protection</a>	Test run launched with a pilot plant at Terminal 1 A+.  Building provision in Terminal 3 and investigation into potential installation in existing buildings at a later date.



## Conservation of Nature and Resources

The airport is a location where resources are used extremely intensively as a transport node for tens of thousands of people, a take-off and landing site for hundreds of flights, and as a transport hub for thousands of tons of goods each day. Using natural resources as efficiently as possible is the objective at all the sites of Fraport AG. We also want to reduce the amount of waste produced and further increase the waste recycling rate.

The expansion and operation of an airport is closely associated with interventions in the natural environment over a large area. This is why we believe our responsibility lies in preserving and promoting Biodiversity at the airport site and in the immediate surroundings. The record of the flora and fauna provides a detailed database for activities at Frankfurt Airport. The data was recorded in the course of the environmental compatibility study for the zoning plan procedure for the expansion of the airport in 2005. Since 2010, we have also been carrying out intensive environmental monitoring all around the airport. This monitoring is based on records covering an area of approximately 10,000 hectares and the populations of bats, birds, reptiles, amphibians or beetles are recorded at regular intervals.

### Biodiversity



Even after the expansion of the new Runway Northwest, Frankfurt Airport still ranks as one of the most compact major airports in the world covering an area of approximately 22 square kilometers or 2,245 hectares. By making optimum use of the area available, we try to minimize our impact on areas of the natural environment as much as possible. 1,218 hectares of 54 percent of the total area has not been surfaced.

The areas between the take-off and landing runways measure approximately 655 hectares and this means that Fraport has the biggest area of contiguous green space in the region which is not used for agriculture. It is untilled and only fertilized in border areas. Security considerations mean that the areas are kept clear of tall plants. This extensively managed permanent grassland is a valuable habitat for endangered animal and plant species. Ecologically valuable areas are located in the areas bordering take-off runway 18 (west) with species-rich extensive meadowland, nutrient-poor grassland, sandy grassland adapted to dry habitats, and calluna heathland. A wide variety of rare and some endangered plants and animals thrive on the operating areas, including birds like the skylark, and amphibians such as natterjack toads and the agile frog.

The mitigation measures required to compensate for the airport expansion involved ecological enhancement of land covering a total of 2,312 hectares in the immediate environment of the airport and further afield. Ecologically valuable habitats, including near-natural woods, orchard meadows, wet meadows and low-nutrient biotopes, were developed or are currently being created. The grasslands in the operating areas of the airport and the ecologically enhanced spaces with a variety of different biotopes within their environment are extremely important as a reservoir of biological diversity and provide stepping stones for the retention of biodiversity in the region and beyond. No mitigation measures were necessary at our other Group sites in 2012, because no further extension of airport facilities took place at sites outside Frankfurt.

- PDF-Download: [“Ecological measures for airport expansion – active for nature”](#) (only in German available)

### Biodiversity check

In 2011, we participated in a Biodiversity Check in the course of the [European Business and Biodiversity Campaign](#) which was carried out by the [Global Nature Fund](#) and the [Lake Constance Foundation](#). The measures recommended for the Frankfurt site in light of the check were evaluated for their feasibility. The following measures have already been implemented:

- We support projects for the conservation of ecosystems and biodiversity in the Frankfurt/Rhine-Main Region using funds from the [Fraport Environmental Fund](#) as we implement our biodiversity strategy. In 2012, these projects included the [Frankfurt Working Group of the Hesse Society for Ornithology and Nature Conservation \(HGON\)](#) which used the subsidy to preserve orchard meadows. [NABU – Nature and Bird Protection Group Meerholz-Hailer](#) was also sponsored for reintroduction of the White Stork. Overall, 60 projects received financial assistance from the Fraport Environmental Fund.
- Concrete goals for protecting biodiversity were integrated in the [Sustainability Program 2012](#) in the sections “Conservation of nature and resources” and “Regional commitment”.
- Wherever possible, our own plant nursery landscapes open areas such as green strips and roofs. Areas on new-builds at CargoCity South at Frankfurt Airport are increasingly being planted with ecological vegetation to create green roofs.
- The issue of environmental protection and biodiversity is part of the new [Code of Conduct for Suppliers](#) which was launched in 2013.
- Exhibitions in the terminals and events raise the awareness of our passengers and any interested members of the public for the issue of [biodiversity](#).
- PDF-Download: [“Biodiversity check”](#) (only in German available)
- PDF-Download: [“Biodiversity strategy”](#)
- PDF-Download: [“Biodiversity – a building block in the direction of sustainable air traffic”](#) (only in German available)

## Bird strike



Collisions between aircraft and individual birds and particularly with flocks of birds are a [source of hazard](#). Since around 70 percent of all [bird strikes](#) occur at airports and in their immediate vicinity, we as an airport operator are committed to keep this risk to a minimum. Contrary to the approach at many international airports, Frankfurt focuses on a special system of biotope management. The objective is to structure the airport site and its environment so that it does not attract the relevant birds in the first place. This involves minimizing or avoiding opportunities for breeding, resting and feeding. A Wildlife Control Manual regulates measures, responsibilities and information pathways which are primarily directed toward reducing the potential risk of bird strike. A Bird Strike Officer has been appointed with responsibility for this issue. Regular bird surveys to check the numbers, composition and spread of bird species on the airport site are carried out throughout the year.

The MIVOTHERM system for monitoring bird flight movements was introduced along the River Main when the new Runway Northwest started operating. It uses thermophotographic technology to record and identify flocks of birds by means of high-resolution stereoscopic thermal imaging cameras. A range of parameters, such as flight altitude and flight speed can be precisely determined alongside the size of the bird flock. An opaque curtain was also erected on the south bank of the Mönchwaldsee lake with the aim of keeping birds off the landing runway. At the same time, the curtain minimizes the optical signals and disruptive stimuli generated on the Mönchwaldsee lake.

The bird-strike rate at Frankfurt based on verified reports by the pilots over the past twelve years was two to a maximum of 3.5 strikes per 10,000 aircraft movements. The bird-strike rate is an indicator for the success of the measures instituted. However, it only provides an approximate value because the indicator is sensitive to other influences, such as climatic differences during the observation periods and ecological characteristics.

## Water



During 2012, Frankfurt Airport was used by 57.5 million passengers. Approximately 78,000 people also work there – this results in a high requirement for water. At the same time, a corresponding volume of wastewater is generated and discharged from the site in the form of sewage water and precipitation water. As a user of surface water and

groundwater, Fraport has to ensure compliance with the statutory regulations on water conservation and take precautions to safeguard the environment from any avoidable impacts on the environment resulting from the operation of the airport. When managing the "resource water", Fraport takes account of all aspects involved with water management. This includes managing consumption and checking the quality of the water that enters the ecosystem from the airport complex as a whole.

#### **Drinking and service water**

Fraport AG operates a network for drinking and service water at Frankfurt Airport with a total length of 130 kilometers. The drinking water is supplied from the "Hinkelstein" well system and water treatment plant about 3 km to the north of the airport. We receive the service water from rainwater treatment plants in CargoCity South and in Terminal 2. The water is also drawn from our own groundwater well and sourced as treated water from the River Main.

We use service water in our sprinkler systems, for WC flushing and for watering landscaped areas. An almost complete service-water supply system has been installed in CargoCity South. Terminal 2 is also supplied with service water. The supply of service water in Terminal 1 is currently undergoing expansion.

Over the past twelve years, the amount of service water as a proportion of total water consumption by Fraport AG at Frankfurt Airport has increased to nearly 25 percent. The consumption of drinking water amounted to 951,000 cubic meters in 2012 which is equivalent to 12.20 liters per traffic unit. The amount of service water was 230,000 cubic meters.

#### **Wastewater**

The wastewater generated at Frankfurt Airport is made up of sewage water and precipitation water and is collected in separate drainage systems.

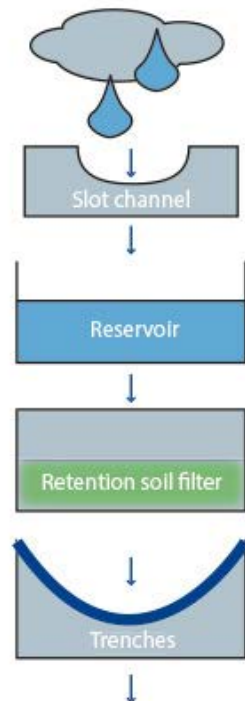
The precipitation water collected from drainage systems on the apron, roads and roof areas flows through water-treatment systems, for example light fluid separators and sludge removal tanks. The water is only channeled into the River Main, the River Gundbach or conducted into infiltration plants when purification is completed. Systematic checks are carried out to establish compliance with the specified tolerance limits.

Sewage water from the northern section of the airport is purified in the water treatment plants at Frankfurt-Sindlingen and Frankfurt-Niederrad. Before the water flows into the municipal drainage system random samples are taken at confluence points.

Fraport operates its own water treatment plant in the southern section of the airport. The capacity of this facility was expanded by 11,000 population equivalents (PEs) to 100,000 PEs by the close of 2012.

Water management also includes the drainage systems installed at the Runway Northwest. The precipitation water from landing runways and taxiways flows along slot channels configured along the sides of traffic surfaces, where it is conducted through a network of drains 23 kilometers in length to three pumping stations. The water is then pumped from there into two underground reservoirs, each with a capacity of 12,500 cubic meters. Subsequently, the water passes through filters with a total area of 20,000 square meters and deicing agents are removed during the winter months. Measuring instruments continually monitor the quality of the precipitation water. If the specifications are complied with, the water can be conducted into the River Main or infiltrated into the ground. We have invested a total of 22.75 million euros in these drainage systems.

### Qualified drainage Runway Northwest



Source: Frankfurter Societäts-Medien GmbH

You can find data on water consumption and wastewater at the Fraport Group by going to [Indicators](#).

#### Deicing of aircraft and operational areas

The Fraport subsidiary company N\*ICE Aircraft Services & Support GmbH (N\*ICE), responsible for deicing of aircraft, uses a mixture of polypropylene glycol and different proportions of water. We use potassium formate for deicing aircraft-movement areas in concentrations to match the weather conditions. Both deicing agents are biologically degraded within a short space of time and meet stringent statutory requirements. Precipitation water containing deicing agent from qualified drained surfaces is retained and treated in the water treatment facilities.

Deicing agents are also used at our airports in [Varna and Burgas](#). Aircraft do not require deicing at the sites in Lima and Antalya due to the climate conditions there.

#### Groundwater monitoring

Fraport has a comprehensive monitoring program routinely taking measurements of the groundwater at more than 280 measuring stations at Frankfurt Airport and a further 270 in the surrounding area. A groundwater database facilitates the presentation and assessment of water level data and groundwater quality for Fraport, government authorities and water utilities.

## Waste



The guiding principle of Fraport waste management is to avoid waste as much as possible. Where waste cannot be avoided the aim is to recycle it. The amount of waste at Fraport only increased by 3 percent compared with the previous year in an environment of stagnating traffic. In 2012, the Fraport parent company disposed of around 24,600 tons of waste (excluding soil and building rubble). The proportion of hazardous waste was approximately 5.5 percent. The recycling rate remained at the very high level of around 85 percent. The waste is either fed into sorting systems where any contaminants are separated out and the recyclable materials are then conveyed to the recycling plant or waste is forwarded to the recently modernized waste incineration power plant operated by the City of Frankfurt. The steam generated by the combustion is used for the production of electricity and district heating.

Our subsidiary ICF Airports has also operated a waste sorting plant at [Antalya Airport](#) since the beginning of 2011.

- PDF-Download: ["From waste to raw material"](#) (only in German available)



### Paper consumption

Efficient use of paper is a top priority during our routine work every day. Our objective by 2015 is to reduce the paper consumption for each employee at the Fraport parent company by 25 percent compared with 2009. The first stage involved development of a central printer concept with central print points. Most local desktop printers have been removed. Since September 2012, all print points at the Fraport parent company have had the preset print option converted from single-page to printing on both sides. The savings in paper consumption accumulated over four years amount to 12 percent. 99 percent of total copy paper consumption is accounted for by recycled paper.

## Dangerous goods and hazardous substances



The safety of individuals and the environment is the top priority at Fraport when handling dangerous goods and dangerous substances. We established a dangerous goods warehouse facility in CargoCity South at the Frankfurt site for safe storage of dangerous goods, in conformity with the Federal Impacts Control Act (Bundesimmissionsschutz-Gesetz, BImSchG). Dangerous goods experts at the Fraport parent company and [Fraport Cargo Services GmbH \(FCS\)](#) check the physical properties of each consignment of dangerous goods and verify the accuracy of the accompanying documents.

When hazardous goods are being transported, the data on the dangerous goods are forwarded to the intended destination airports in conformity with the standard defined by the International Air Transport Association (IATA). Every two years, our dangerous goods team and all employees who are involved in the transport of dangerous goods receive training in conformity with the requirements of the International Civil Aviation Organization (ICAO). Apart from statutory requirements, the content of the training sessions also includes instruction in special rules on protection from radiation.

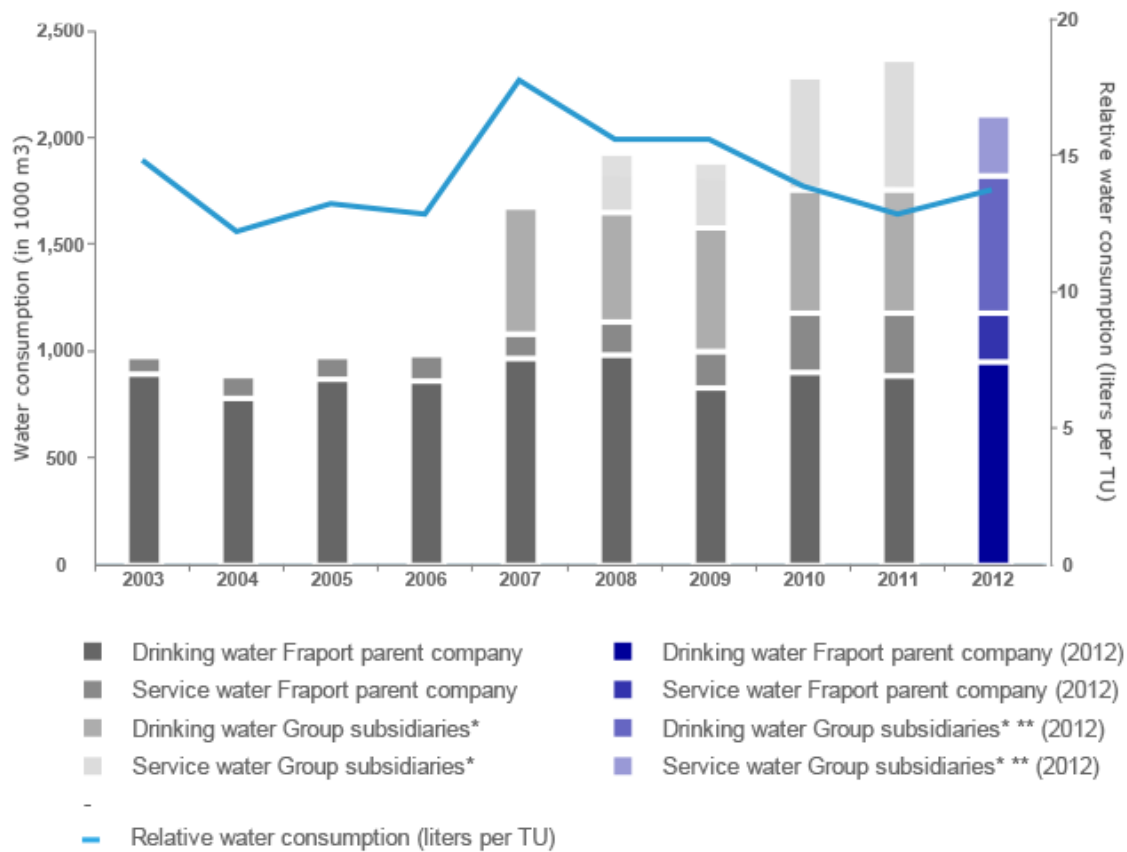
Our objective is to reduce the amount of hazardous substances used at Frankfurt Airport. A product evaluation procedure was established in 1990. This procedure is used to check whether the relevant hazardous substance can be replaced by a less harmful substance. An assessment is also carried out to see whether the relevant operational process can be discontinued or modified. This product evaluation is also carried out by Fraport AG for other companies at the airport, for example cleaning companies.

Fraport subsidiary GCS – Gesellschaft für Cleaning Service mbH & Co. Airport Frankfurt/Main KG – successfully reduced cleaning chemicals in its daily cleaning processes. GCS carries out most tasks in cleaning buildings without using any chemicals. Split-steam technology creates an efficient cleaning solution using tap water, salt and electric voltage. This eliminates the storage and disposal of chemicals. Machine floor cleaning is carried out using electrically charged water without cleaning chemicals. Dosing reduces the volume of water by about 70 percent. Demineralized water is used for cleaning glass.

## Indicator water consumption



## Total water consumption



TU = Traffic Unit

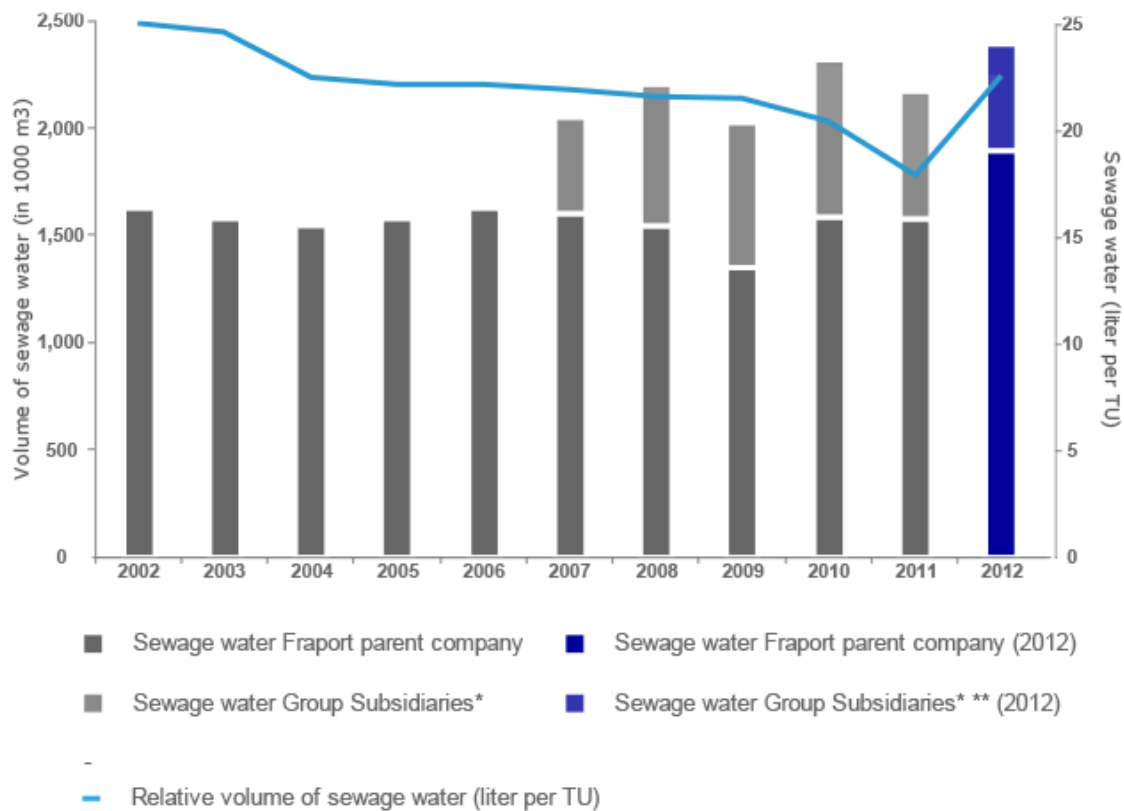
\*Hahn Airport (to 2008), Varna, Burgas, Lima and Antalya Airports, Group subsidiaries FCS, N\*ICE

\*\*2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous year are not adjusted.

## Indicator sewage water



## Sewage water



TU = Transport Unit

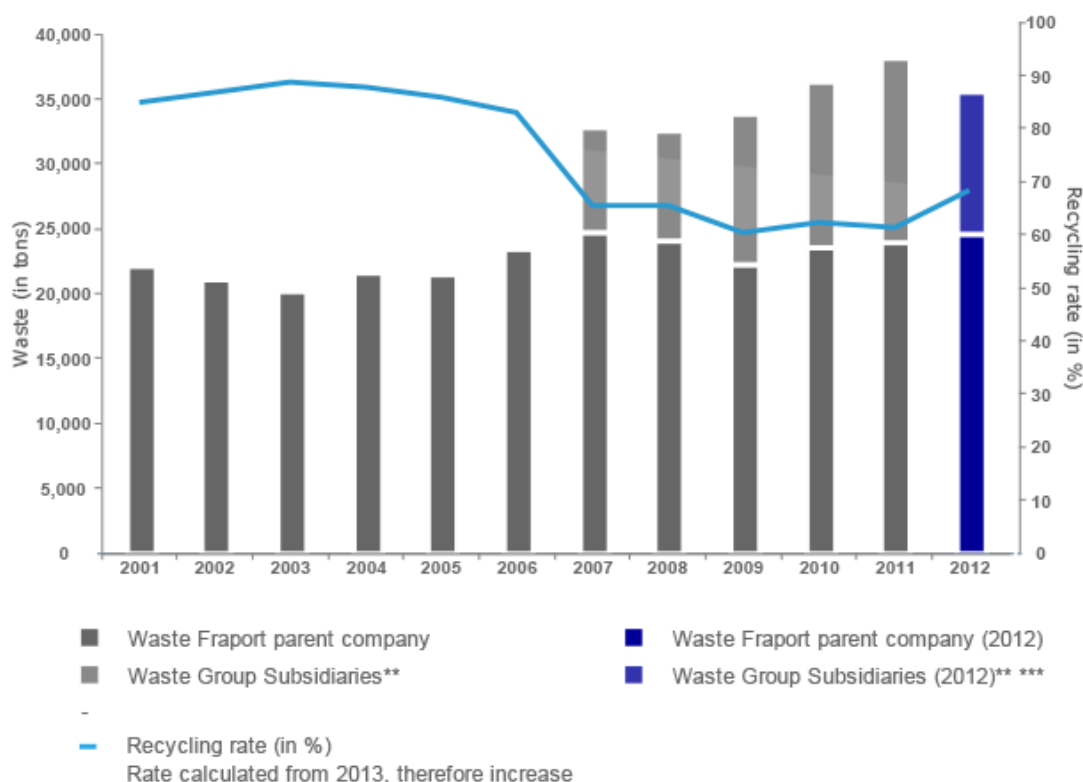
\*Hahn Airport (to 2008), Varna, Burgas, Lima and Antalya Airports

\*\*2012 inclusion of joint-venture companies on a proportionate basis analogous to the financial and personnel figures. Values for previous years are not adjusted.

Indicator amount of waste and recycling rate



## Amount of waste<sup>1)</sup> and recycling rate of Fraport parent company and the Group subsidiaries



<sup>1)</sup> Waste not including excavated soil and building rubble

\*\*Hahn Airport (to 2008), Varna, Burgas, Lima and Antalya Airports, Group subsidiaries FCS, N\*ICE

\*\*\*2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous year are not adjusted.

## Best Practice example

### New procedure reduces the use of deicing agent by 20 percent

Fraport affiliated company N\*ICE is responsible for the deicing process at Frankfurt Airport. Since Winter 2012/13 the company has been using the N\*ICE Advanced Deicing System (NAD) to reduce the quantity of deicing agent in all deicing vehicles. Using separate tanks for water and deicing agent, combined with a modern mixing system means that the deicing mixture used for deicing and anti-icing can be matched to the prevailing weather conditions. A higher percentage of water is used in the process overall but 20 percent less deicing agent is required.

## Status of target attainment

Target	Duration	Measure	Status
Reduction of the paper consumption per member of staff at the Fraport parent company by 25% by 2015 (based on 2009)	2015	a) Central printer concept b) Project for electronic document administration c) Test phase for printing on both sides as a standard setting for all members of staff	a) Measure successfully implemented b) Measure launched in 2011, ongoing implementation c) Measure successfully completed in October 2012, implementation is being continued

Reduction of the consumption of drinking water by higher usage of service water (not potable) in Terminal 1 (to 38% of total amount by 2014) and in the southern zone * (50% by 2020)	2014/ 2020	Expansion of usage of service water in Terminal 1 and in the southern zone *	The measures in Terminal 1 are being implemented, measures in the southern zone are at the planning stage
Reduction in the use of aircraft deicing agent by increasing the proportion of water used for each aircraft deicing operation by 20%	2014	Equipping 49 vehicles with NAD technology (N*ICE Advanced Deicing System)	Deployment of 58 vehicles in the winter 2012/2013, 100% are equipped with NAD technology.

\*This refers to the area at the south of the take-off and landing runway 07R/25L. Cargo City South, the Development Area South for projects including the future Terminal 3, and maintenance facilities, for example Lufthansa, are located there.

You are here: Aircraft Noise Abatement



## *Aircraft Noise Abatement*

Flying facilitates worldwide mobility, epitomizes knowledge exchange and cultural transfer, and is indispensable for a flourishing national and global economy. The flip side is that flying is also associated with noise for people living near the airport. We are positioned in a field of tension at our main location in Frankfurt. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport in export nation Germany and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the aspects of this field of tension within our entrepreneurial actions to maximum possible effect. This is particularly important against the background of a foreseeable increase in the volume of traffic. We therefore defined concrete goals for noise abatement, such as improving the noise situation in the neighboring residential areas and reducing the number of people impacted by noise, and initiated [further measures](#) in 2012.

The goal of [active noise abatement](#) is to reduce the noise directly at the source, in order to minimize the noise emissions for areas subject to high levels of noise pollution and decrease the number of people impacted by noise. Measures for [passive noise abatement](#) include structural changes and are directed towards reducing the noise level within the interior of buildings.

Since the Runway Northwest was opened, a group of people affected by aircraft noise express their criticism of noise emissions at Frankfurt Airport every Monday in demonstrations at Terminal 1.





## Alliance for more Noise Abatement

Fraport AG has joined forces with Lufthansa AG, the Board of Airline Representatives in Germany (BARIG), German Air Navigation Services (DFS), Forum Flughafen und Region (FFR) and the Hesse State Government to develop a program aimed at reducing the noise emissions for people severely affected in the area surrounding Frankfurt Airport. The package of measures presented in February 2012 under the title "Together for the Region – Alliance for More Noise Abatement 2012" focuses on the new impacts associated with the Runway Northwest coming into operation.

The action plan comprises 19 measures for [active noise abatement](#). These include raising the flight altitudes requiring complex piloting skills, creation of noise breaks, and the use of quieter aircraft, as well as more intensive research. Another element is the expansion of aircraft noise monitoring in the Environmental and Neighborhood House by airline-related performance monitoring. The aim is to create transparency on the performance of the airline companies in complying with low-noise approach and take-off procedures.

A Regional Fund totaling some 265 million euros was set up to finance [passive noise abatement](#) in private and public buildings extending beyond the scope of the statutory noise abatement program. Fraport also topped up the voluntary real-estate program [Casa Program](#) by around 70 million euros to more than 100 million euros.

### Status of target attainment



Target	Duration	Measure	Status
Achieving a lower number of people impacted by aircraft noise than specified in the plan for expansion in capacity with 701,000 aircraft movements	Until full utilization of capacity	Selected rail and route use (Dedicated Runway Operations, DROps	<ul style="list-style-type: none"> <li>• Original DROps concept has been successfully trialed</li> <li>• Measure constrained by introduction of ban on night flights</li> <li>• New concept with "DROps Early Morning" has been piloted since 28 June 2012: change in use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>• Pilot operation since 18 October 2012</li> <li>• Monitoring Program launched by the German</li> </ul>

Improvement in the noise situation for residents affected	2020		Aerospace Center (DLR)
		Introduction of variable satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	Joint-venture contract with German Air Navigation Services (DFS) concluded to set up the system, roll-out of operation planned for 2014
		Expansion of the Casa2 Program for purchasing residential properties from the core zone to transition zones I+II by 70 million euros to a total volume of more than 100 million euros	132 properties had been purchased under the Fraport Casa Program by the end of 2012.
		Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	The State of Hesse defined the Subsidy Guideline on 31 December 2012
		Dialog mit Stakeholdern aus der Region im „Forum Flughafen und Region“ zur Entwicklung weiterer Maßnahmen	See <a href="#">Active sound abatement</a>



## Active Noise Abatement

The program for active noise abatement is an important building block for reducing the noise pollution at Frankfurt Airport. The innovative flight procedures included in this program are geared toward reducing the level of noise experienced on the ground. Other measures are directed toward achieving an improved distribution of noise impacts in the affected areas with particular focus on the population severely affected by aircraft noise.

The program developed together with partners from the air-transport industry, the Hesse State Government and the region “[Together for the Region – Alliance for More Noise Abatement 2012](#)” includes [19 measures for active noise abatement](#) that were started in 2012 and that have in some cases already been completed. These include three [noise-reducing flight procedures](#), which have been implemented at Frankfurt Airport since October 2012. They were developed by the expert group “Active Noise Abatement” of the Forum Airport and Region (FFR). The working group is made up of experts and representatives from the local communities, the aviation industry, from Fraport, German Air Navigation Services (DFS), and the responsible government agencies. Operational preparations for the implementation processes were made by Fraport and German Air Navigation Services.

- **Raising the approach angle to the Runway Northwest to 3.2°**  
Raising the approach angle by 0.2° should result in a noise reduction in both operational directions. A second Instrument Landing System (ILS) was installed by Fraport in order to implement this measure. The increased approach angle is initially being tested for one year. The associated effects will be documented and analyzed.
- **Raising the altitude of the downwind approach routes in the north and south by 1,000 feet**  
The downwind approach routes in the north and south of Frankfurt Airport were each raised by 1,000 feet. The aircraft must maintain a minimum flight altitude at four defined points. This reduces the noise impact on the local communities which are located directly below the downwind approach routes in the area of these points.
- **Raising the flight altitudes in the east (Offenbach) and west (Mainz)**  
Early turning below 4,000 feet (approximately 1,200 meters) into the final approach of the ILS should be avoided over the cities of Mainz and Offenbach. As a result of the introduction of the measure, the turning zone now ends to the west of Mainz and to the east of Offenbach. This results in a higher flight altitude in Offenbach for flights routed in a westerly direction and in Mainz for flights routed in an easterly direction and therefore reduces the level of noise pollution.

### Ground Based Augmentation System (GBAS)

In 2012, Fraport launched tests for the variable satellite-controlled Ground Based Augmentation System (GBAS) at Frankfurt Airport as the first major European airport to trial GBAS. This was the start of implementation for one of the measures defined in the [Sustainability Program](#). The new precision approach procedure permits curved landing approaches with variable altitude. The technical platform is provided by data from the Global Positioning System (GPS) which are supplemented for accuracy and reliability by a ground station.

GBAS will create an opportunity for significantly reducing aircraft noise in densely populated areas even during ordinary flight operations. The International Civil Aviation Organization (ICAO) is therefore planning to eventually replace conventional instrument landing systems. The roll-out of the navigation system is planned in Frankfurt for 2014. Fraport and German Air Navigation Services are working on this together. Modern aircraft types, such as the A380 and B-747-800 fleets of Lufthansa or the B-737 fleet operated by AirBerlin are already compliant with GBAS, older aircraft types need to be gradually upgraded.

#### **DROps – Dedicated Runway Operations**

Dedicated Runway Operations (DROps) is a procedure for creating noise breaks in the area of take-off routes at the airport. The procedure envisages bundling of take-offs on defined take-off runways or routes depending on the direction of operations and at alternating times. The noise breaks created through this procedure reduce the noise impact on the people living in the area surrounding the airport. DROps is part of the package of measures of the FFR "Active Noise Abatement" and was used in 2011 before the prohibition on night flights came into force on 30 October 2011 during the period from 11 p.m. to 5 a.m. DROps "early morning" is the temporal application of the procedure between 5 a.m. and 6 a.m. on days with uneven dates. The trial operation of DROps "early morning" started in June 2012.

#### **Noise based airport charges**

As early as 2001, Fraport took the initiative and introduced [landing and take-off fees](#) at Frankfurt Airport based on aircraft noise measured on the ground. This fee component is intended to offer an economic incentive to airlines for the use of quieter aircraft. At the beginning of 2013, the existing spread of charges was increased from the previous level of twelve classes to 16 under the "Alliance for More Noise Abatement" to reinforce the system. The noise-based charge was also increased independently of revenue. This means that the overall amount of airport charges is not affected, although louder aircraft have to pay higher charges. The weight-related landing and take-off fee was reduced simultaneously for all aircraft in order to compensate for the increase. Alongside the noise classes for take-offs, separately managed noise classes for landings have also been introduced since 2013. An aircraft type can be allocated to a different noise class for a take-off compared with the noise class for the landing. Furthermore, modern aircraft classified as noise efficient in conformity with the Noise Rating Index (NRI) of the [Airports Council International \(ACI\)](#) are given a discount of maximally ten percent on the noise charges.

Since July 2012, additional noise-abatement fees have also been levied, which are exclusively intended to refinance the expenses for passive noise abatement measures.

#### **Monitoring active noise abatement**

In order to be in a position to assess the effectiveness of the measures for active noise abatement, Fraport is participating in the development and implementation of a comprehensive system for monitoring active noise abatement. This involves continuously collecting, analyzing and evaluating data over an extended period of time. Data are captured for the newly implemented measures in order to analyze the "Before and After" status. All monitoring results are published on the website of the [Environmental and Neighborhood House \(UNH\)](#) veröffentlicht.

### **Status of target attainment**



<i>Target</i>	<i>Duration</i>	<i>Measure</i>	<i>Status</i>
Achieving a lower number of people impacted by aircraft noise than specified in the plan for expansion in capacity with 701,000 aircraft movements	Until full utilization of capacity	Selected rail and route use (Dedicated Runway Operations, DROps)	<ul style="list-style-type: none"> <li>• Original DROps concept has been successfully trialed</li> <li>• Measure constrained by introduction of ban on night flights</li> <li>• New concept with "DROps Early Morning" has been piloted since 28 June 2012: change in use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>• Pilot operation since 18 October 2012</li> <li>• Monitoring Program launched by the German</li> </ul>

			Aerospace Center (DLR)
		Introduction of variable satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	Joint-venture contract with German Air Navigation Services ( <a href="#">DFS</a> ) concluded to set up the system, roll-out of operation planned for 2014
Improvement in the noise situation for residents affected	2020	Expansion of the Casa2 Program for purchasing residential properties from the core zone to transition zones I+II by 70 million euros to a total volume of more than 100 million euros	132 properties had been purchased under the Fraport Casa Program by the end of 2012.
		Establishment of a Regional Fund with resources to finance passive noise abatement for private households and public institutions eligible for protection	The State of Hesse defined the Subsidy Guideline on 31 December 2012
		Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	See <a href="#">Active noise abatement</a>



## Passive Noise Abatement

The program for passive noise abatement was revised in 2012 and forms an important building block for reducing the noise pollution for the residents living in the environment around Frankfurt Airport. It is based on the Aircraft Noise Abatement Act (FluglärmG) and the implementing regulations of the Federal Government on calculating aircraft noise and on the requirements for noise abatement in buildings. By comparison with its predecessor, the new program has a requirement for structural noise abatement measures in living rooms as well as bedrooms. It also specifies compensation for impairments experienced in living areas outside the home and is based on stricter values for noise limits.

The passive noise abatement measures and any claims for compensation can be claimed within the so-called noise abatement area. On the basis of the Aircraft Noise Abatement Act, the Hesse State Government adopted the directive for defining the area for Frankfurt Airport on 26 September 2011. The current noise abatement area is divided into two protection zones. Around 86,000 residents are entitled to submit claims for passive noise abatement. The program instituted by Fraport extends beyond the statutory requirements. As already announced in 2011, we have voluntarily brought forward the reimbursement of expenses for structural noise abatement in apartments and residential accommodation, which are located in the area of the approach ground lines to the new landing runway. This measure allows all those people entitled to reimbursement to claim for their expenses now – and not in 2016 as defined in the legislation.

### Regional Fund

Alongside the passive noise abatement program, Fraport and the Hesse State Government support the population affected with a [Regional Fund](#) totaling some 265 million euros. Private households and public institutions eligible for protection can apply for subsidies to finance passive noise abatement measures. The subsidy area for owners of residential property is based on the recommendation by the [Forums Airport und Region \(FFR\)](#). Since the beginning of 2013, the applications can be submitted to the [Darmstadt Regional Council](#). An overview of the distribution of subsidies is provided in the [Subsidy Guideline](#) of the State of Hesse.

## Status of target attainment



Target	Duration	Measure	Status
Achieving a lower number of people impacted by aircraft noise than specified in the plan for expansion in capacity with 701,000 aircraft movements	Until full utilization of capacity	Selected rail and route use (Dedicated Runway Operations, DROps)	<ul style="list-style-type: none"> <li>• Original DROps concept has been successfully trialed</li> <li>• Measure constrained by introduction of ban on night flights</li> </ul>



			<ul style="list-style-type: none"> <li>• New concept with “DROps Early Morning” has been piloted since 28 June 2012: change in use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>• Pilot operation since 18 October 2012</li> <li>• Monitoring Program launched by the German Aerospace Center (DLR)</li> </ul>
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Improvement in the noise situation for residents affected	2020	Expansion of the Casa2 Program for purchasing residential properties from the core zone to transition zones I+II by 70 million euros to a total volume of more than 100 million euros	132 properties had been purchased under the Fraport Casa Program by the end of 2012.
		Establishment of a Regional Fund with resources to finance passive noise abatement for private households and public institutions eligible for protection	The State of Hesse defined the Subsidy Guideline on 31 December 2012
		Dialog with stakeholders from the region in the “Forum Airport and Region” on development of further measures	See <a href="#">Active sound abatement</a>



## Casa Program

Homeowners who purchased or built a residential property before the land-use planning decision granted permission for the Runway Northwest are particularly affected by the expansion of Frankfurt Airport and the associated changes under the zoning plan for flight routes if their house or apartment is now located in the approach flight path. Fraport had therefore offered to make compensation payments to owners of residential property in Raunheim under the [Casa Program](#) if aircraft fly over their property at an altitude of less than 350 meters. Fraport has also offered to purchase residential property in specific areas of Flörsheim and Kelsterbach, if aircraft fly at altitudes of less than 350 meters. The purchase price is assessed by independent experts on the basis of conditions in the district before the expansion of the airport. The purchase is carried out by the subsidiary Fraport Casa GmbH established especially for this purpose which also organizes the management of the properties.

### Expansion of the Casa Program (Casa2)

Fraport expanded Casa within the framework of the ["Alliance for More Noise Abatement 2012"](#). The volume of funding available for measures was increased to more than 100 million euros. Homeowners in the core zone will be able to make use of the purchase option – real-estate owners in the transition zones I and II have also been able to benefit from the [Casa Program](#) since the increase. The application deadline has been extended to 31 October 2014.

The limits of the Casa funding area remain unchanged. The same applies for the list provided in the brochure ["Good Neighborhood Program – Fraport Casa2"](#), which gives information about the addresses located within the funding area. The regulations for compensation payments also remain unchanged. People who are entitled to submit an application can continue to apply for a compensation payment, if they do not wish to sell the property.

## Status of target attainment



Target	Duration	Measure	Status
Improvement in the noise situation for residents affected	2020	Expansion of the Casa2 Program for purchasing residential properties from the core zone to transition zones I+II by 70 million euros to a total volume of more than 100 million euros	132 properties had been purchased under the Fraport Casa Program by the end of 2012.
		Establishment of a Regional Fund with resources to finance passive noise	The State of Hesse defined the Subsidy Guideline on 31 December 2012

	abatement for private households and public institutions eligible for protection	
	Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	See <a href="#">Active sound abatement</a>

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You are here: Aircraft Noise Abatement > Aircraft Noise Monitoring



## Aircraft Noise Monitoring

Fraport uses a comprehensive aircraft noise monitoring system to measure the aircraft noise in the environment of Frankfurt Airport. After opening the new Runway Northwest, we also set up two additional stations in the measuring station network. These are located close to the approach ground lines of the Runway Northwest, in order to monitor the development of noise pollution in the residential areas that now have aircraft flying overhead. Mobile measurements in the communities around the airport supplement the aircraft-noise monitoring. The system at Frankfurt Airport operates a total of 28 stationary measuring stations and three mobile measurement containers. For many years, Fraport has been providing comprehensive information on the [Internet](#) about the results from its own stations, about route frequencies, operating direction distribution, and the current operating direction of the take-off and landing runways.

### FRA.NoM Information System

The FRA.NoM Information System (Fraport Noise Monitoring) visualizes the data of the 28 [measuring stations](#) positioned around Frankfurt Airport. FRA.NoM displays the latest noise measurements and measurement data identified as aircraft noise. Data showing the progress of arrivals and departures are also shown in the portal. Residents in the neighborhood interested in finding out about flight data can track the location and altitude of aircraft and read off the relevant noise levels.

### Environmental and Neighborhood House

The aircraft noise monitoring carried out by Fraport is also complimented by the Environmental and Neighborhood House (UNH) offering information about noise events around Frankfurt Airport independently of their source in the Forum Airport and Region. The measured data from the airport, from local-authority and the dedicated stations operated by the Environmental and Neighborhood House are visualized together with data on aircraft movements.

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You are here: Aircraft Noise Abatement > NORAH Noise Impact Study



## NORAH Noise Impact Study

Adequate research has not yet been carried out on the effect of aircraft noise on the health and well-being of human beings. Fraport therefore supports the comprehensive study entitled NORAH by the [Forum Airport and Region \(FFR\)](#) in the Frankfurt/Rhine-Main Region and at comparable locations in the regions around the airports in Berlin, Cologne/Bonn and Stuttgart. The study is directed toward obtaining a maximally representative and evidence-based description of the effects of noise from aircraft, rail and road traffic on the health and quality of life of the impacted residential population.

NORAH was launched in 2011 before operation of the new Runway Northwest started up. The study has been divided into three investigation modules. Within the first module, more than 7,000 participants in the Frankfurt/Rhine-Main Region and 2,500 at each of the comparator sites will answer questionnaires and these will be analyzed to assess how much the respondents feel that they are affected by noise. A further survey involves around 3,200 people, who are mainly affected by road-traffic noise, approximately 3,300 people, who are affected by noise from rail traffic, and around 600 people, who are affected by combinations of traffic noise. The second module comprises a case control study and the analysis of health-scheme data. This investigates the issue of the health impacts of traffic noise, in particular aircraft noise. Blood pressure is being also monitored in around 2,000 subjects, and a sleep quality study is being carried out with around 90 people. Researchers are investigating the learning behavior of children in schools impacted by noise in a third module. All three modules are currently being implemented or evaluated. In 2012, a further phase of the survey was carried out and a third phase is planned for 2013.

The study was adopted in a broad parliamentary consensus by the Hessian Parliament (Landtag) and by the Coordination Council of the [FFR](#). During the entire study process, the study is being accompanied by independent external quality assurance. NORAH is being financed mainly from state resources, supplemented by financial support from Fraport, local authorities, the initiative "Future Rhine-Main" (Zukunft Rhein-Main) and Lufthansa.

The data will be evaluated by research and specialist institutions for medicine, psychology, social sciences, acoustics and physics, and has been designed to run over an extended period. The final report is scheduled for publication in 2015.

You are here: Community



## Community

More than 57 million passengers each year and 20,700 employees – Fraport AG operates a leading international air-traffic hub in Frankfurt and therefore makes a major contribution to the economic power and prosperity of Germany and the Frankfurt/Rhine-Main region. Frankfurt Airport is Germany's biggest workplace with around 78,000 employees and it creates employment opportunities for many thousands of additional jobs in the region. At the same time, aircraft noise impacts negatively on the people who live near the airport. Both positive and negative aspects provide the reasons for our significant social responsibility.

We make a significant contribution to the [economic](#) value added and financing of public services by creating employment and by placing contracts. We finance numerous projects with [donations and sponsorship](#) with particular emphasis on projects to support young people, as well as sport and cultural activities. The [Fraport Environmental Fund](#) is a funding instrument with focuses on climate protection, environmental education and retention of biodiversity. Two dedicated Fraport [foundations](#) with different orientations support charitable projects and promote scientific research in the area of air traffic of the future. The Fraport employees in Frankfurt and in our [subsidiary companies abroad](#) also pursue their own projects that generally relate to social issues.

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## Value added for the Region

Fraport AG operates Germany's busiest airport at Frankfurt Airport. As one of the largest employers in the Frankfurt/Rhine-Main Region and an international company with ambitions for growth in a dynamic and economically important sector, we play an important societal role on the national and international stage. Our added value benefits a wide range of different stakeholder groups (see chart "Our value added"). This means that Fraport makes a significant contribution to the prosperity of the region.

### Airport as a location factor



Frankfurt Airport is an outstanding economic and locational factor for the Frankfurt/Rhine-Main Region and beyond. The airport is a magnet attracting companies and a training center. It is also the biggest workplace in Germany with a workforce of 78,000 employees. Many export-oriented companies and a total of 500 German or European branches of major international and multinational companies have selected the area around the airport as their location. The companies in turn attract numerous service providers who create further employment. We offer the 35 million consumers living within an area of 200 kilometers around the airport opportunities to travel to 295 destinations throughout the world.

### HOLM: Dialog between academic institutions and business

Establishment of the [House of Logistics and Mobility \(HOLM\)](#) at the Frankfurt site has created a center for interdisciplinary, application-oriented project work, research, training and career development relating to logistics, mobility and related fields. By subsidizing HOLM, Fraport is promoting an innovative platform for dialog between academic institutions and business. This project is also being financed by the State of Hesse, the City of Frankfurt, and the transport company Rhine-Mosel Verkehrsgesellschaft mbH. A seven-story building with up to 20,000 square meters of floorspace will have been constructed in the north-east of the airport by October 2013. The site is part of "Gateway Gardens", an area that served as a residential complex for the United States Armed Forces until the end of 2005 and since then has been developed as a business park by Fraport in a Public Private Partnership Project with a number of partners including the City of Frankfurt. Total investment for the HOLM construction amounts to 50 million euros. The groundbreaking ceremony took place in March 2012. Universities, companies and other institutions will be able to access outstanding know-how and new forms of cooperation here. One of the aims is to create practical concepts for sustainable mobility.

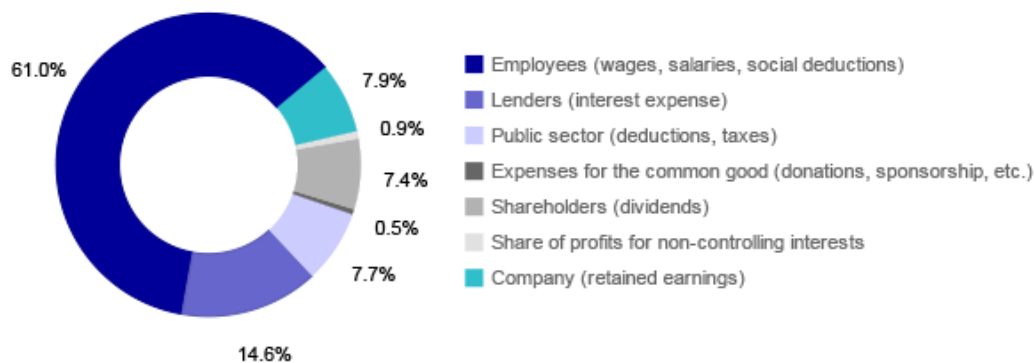
The HOLM Forum has already been opened as an exhibition center for the issues and projects being developed at HOLM. The Forum is located in a central position at Frankfurt Airport between "The Squire" and Terminal 1 and is used by companies, universities and associations for conferences and exhibitions.

### Value added



Fraport AG makes an important contribution to creating regional value and to social stability at its sites. In 2012, we paid our employees around 948 million euros in **wages and salaries** and deducted approximately 120 million euros in direct taxes. In the business year 2012, we generated total revenues amounting to around 2.442 billion euros. 51 percent of our **orders** with a total volume of 733 million euros were placed with companies in the Frankfurt/Rhine-Main Region. It is important to remember here that airport operators are sector contractors and are precluded on legal grounds from granting preference to companies from the surrounding area when they place orders.

## Our value added



Our **Group companies abroad** also make a major contribution to value added in their relevant regions, for example by payment of above-average wages and salaries compared with the pay levels in the relevant countries. 1,107 employees work at the two Bulgarian airports of Varna and Burgas, 493 employees work at Antalya in Turkey and 588 employees work at Lima in Peru.

You will find more detailed information about the impacts on our environment in our [GRI Content Index](#).

## Best Practice example



### Business initiative Frankfurt/Rhine-Main

The **business initiative Frankfurt/Rhine-Main** is directed toward making the metropolitan region of Frankfurt/Rhine-Main more attractive on a business, academic and cultural level. This will achieve the best possible position in competition with other locations. As a co-founder, Fraport has been committed to the initiative since 1996 and provides the executive management.

One result of the cooperation is the competence center House of Logistics and Mobility at Fraport's airport site. The business initiative is also a project partner for further development of the Rhine-Main regional park, the biggest project being sponsored by the Fraport [Environmental Fund](#).



## Voluntary Engagement

Fraport is particularly committed to the Frankfurt/Rhine-Main Region. For example, we support regional projects for children and young people, initiatives for people with a migration background and people with problematic track records, minorities and socially vulnerable individuals. We are mainly active where associations and voluntary organizations are dependent on financial assistance to carry out their work. We also join forces with our employees at our [international locations](#) to engage in multifaceted ways with the region around the individual airports.

In connection with our own business, we have supported the association „[Luftfahrt ohne Grenzen](#)“ (LOG) (Aviation without Boundaries) since 2003, which organizes aid flights to disaster areas. Fraport provides financial assistance to support the activity of the association and Fraport apprentices have the opportunity to work on this project for some weeks as they pass through different departments during their training in the company. Fraport also gives assistance with loading the aircraft. The most recent project involved two aid flights that took off to Turkey in February 2013. Executive Director Operations Peter Schmitz was on board and he found out all about the charitable work being carried out by the association on the ground.

## Donations and sponsorship



We have been providing financial support for a range of sporting, social, cultural and ecological activities around Frankfurt Airport for many years now. In the year 2012, we supported 586 projects with different associations and institutions through donations or sponsorship. The total amount of funding came to 6.1 million euros. Some of the good causes receiving money included homes for disabled people and children with cancer, the German Bone Marrow Database, the German Red Cross, the Order of Malta ambulance corps, German Aids Relief Association, and many other organizations. Associations, environmental organizations, local communities and other non-government organizations also have the opportunity to obtain financial support for their work from the [Fraport Environmental Fund](#).

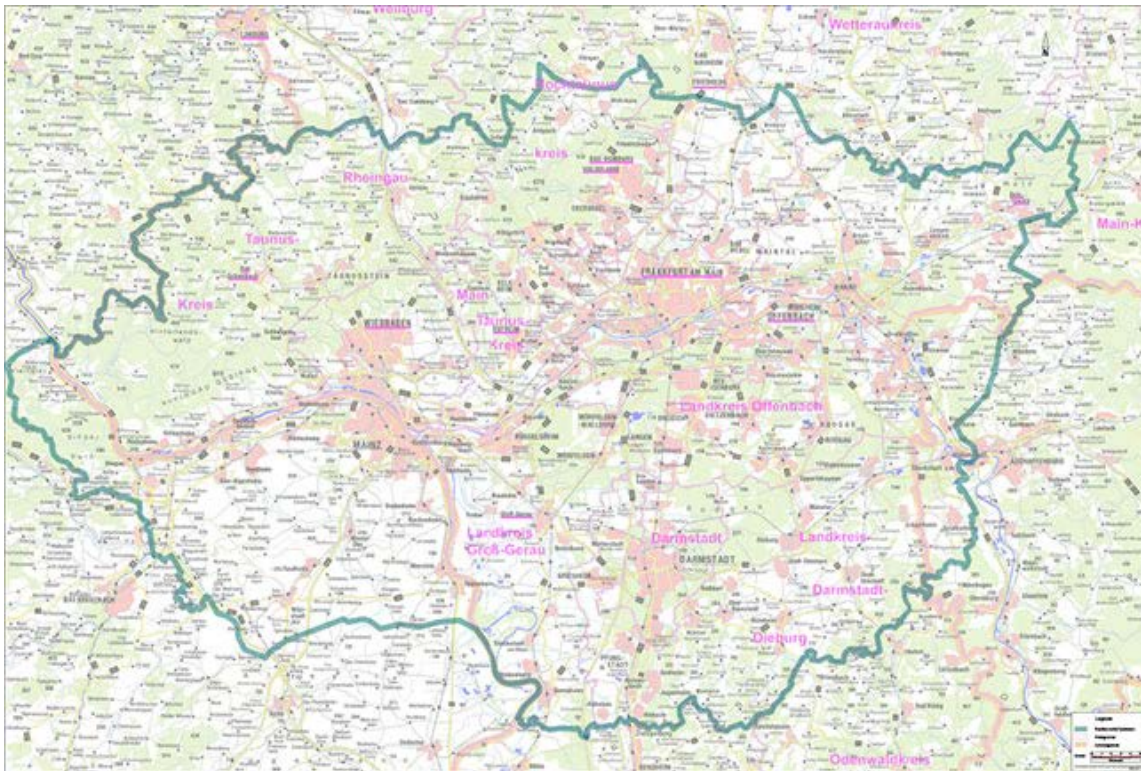
Our commitment to donations and sponsorship in the Frankfurt/Rhine-Main region is focused on a clearly defined area. The so-called “Neighborhood Area” forms the geographical perimeter for our funding activities. Projects located within the designated area shown on the chart below are eligible for receipt of financial support. The relevant area has increased in size since the new flight routes were introduced.

You can download the “Neighborhood Area” [here](#).

### Focuses of making donations

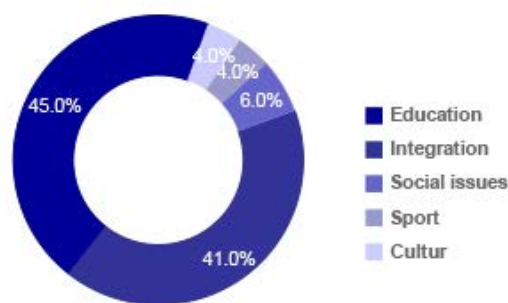
The focus of our donation activities is on the five areas of education, integration, social issues, sport and culture. The education segment is primarily concerned with funding training projects. This is not simply about communicating content. The emphasis is much more on bringing about a positive change in the children’s environment and the aim is to compensate for social disadvantages, improve training opportunities, and provide physical and mental assistance for





people with specific disabilities. In the areas of integration and social issues, Fraport finances measures that offer support to disadvantaged people or helps young people to enter the world of work. Our cooperation partners are carefully selected institutions which are applying innovative concepts. The projects we fund have a long-term perspective with the aim of achieving maximum success. We have also been engaged in sport for many years and provide support for the cultural landscape. This is because both areas of activity promote cohesion, foster cross-border understanding, and promote team spirit and integration.

### Donation segments



### Examples

Good training for teachers is also essential for the advancement of young people. The **"Early start"** project is one example of this. Last year, we funded this project with finance amounting to 15,000 euros. This project involves a comprehensive advanced training program that places teachers in a position to teach German to children with deficits in language skills in small groups and is particularly relevant for children with a migration background. The children are also provided with language assistance integrated within their daily routine.

Social equality in the education sector is the focus of our engagement with the [Christian children's and youth welfare organization Die Arche e.V.](#) The objective of this association is to create equal opportunities between young people through preventive work – independently of the social conditions they are growing up in. Children and young people are provided with a complete hot meal at lunch time free of charge, tutoring with school work, and help with homework. In 2012, Fraport provided the association with a donation of 50,000 euros. We have made a commitment to provide additional funding amounting to 100,000 euros by 2014.

One of the organizations we are supporting in the area of integration is the [Riding and Therapy Center RSG Eddersheim/Main](#). The center offers riding therapy and equestrian-vaulting therapy. We have been making an annual donation of 20,000 euros for this activity during the past ten years.

Vulnerable people receive clothing at the [Bockenheim Local Branch of the Workers' Welfare Association](#) free of charge or for a small donation. Fraport donated 2,000 euros to the association in 2012. The donation helps to stock up the clothes in the clothing bank.

Our commitment in sport is particularly focused on youth work. Footballing talent is fostered at the [Youth Football Academy](#) with professional training and the teenagers are provided with assistance with their school work through homework support, tutoring, and further-training seminars, as well as cultural activities. Fraport supports a scholarship holder at the Academy with an annual grant of 4,000 euros for a period of three years.

In 2012, Fraport once again refrained from giving presents to business partners at Christmas. Instead, Fraport made a donation of 70,000 euros to charitable projects and initiatives in the Frankfurt/Rhine-Main Region.

### Sponsorship

Fraport is one of the biggest sponsors of sport and culture in the Frankfurt/Rhine-Main Region. Numerous associations, events and institutions benefit from our support. Associations are today playing an increasing role in carrying out integrating and socializing functions which can frequently only be achieved with the assistance of sponsors.

We are the main sponsor of the local basketball team [FRAPORT SKYLINERS](#) which is named after our company. We are also a premium sponsor for Frankfurt's professional football club [Eintracht Frankfurt](#). Fraport is also a long-standing, loyal partner as a co-sponsor of the clubs [FSV Frankfurt](#), [Kickers Offenbach](#) and [FFC Frankfurt](#). Apart from these high-profile commitments to sports sponsorship, Fraport also sponsors amateur sport, sport in the community and social projects. Our regional sports sponsorship activities are divided into three areas: advertisement, team-strip sponsoring, and perimeter advertising boards. The focus here is also primarily on youth work and training to provide continuity with our universal approach. In 2012, we supported around 490 clubs in the neighborhood of Frankfurt Airport under the slogan "Active for the Region". 350 clubs were also provided with team strips. Sponsorship for national sports events in 2012 included funding for the international Frankfurt Festival Hall Riding Tournament.

Our commitment in the areas of culture and education includes the Rheingau Music Festival and the Weilburger Schloss Concerts. Partnerships with the Frankfurt cultural institutions [Städel Museum](#), art gallery [Schirn Kunsthalle Frankfurt](#) and [Liebieghaus](#) and the Liebieghaus sculpture collection enable us to support educational art programs for children and young people. We also support the educational catchy-tune music project "Ohrwurm" for teaching in elementary schools. Funds totaling 6.1 million euros were spent on donations and sponsorship for projects in 2012.

## Environmental Fund

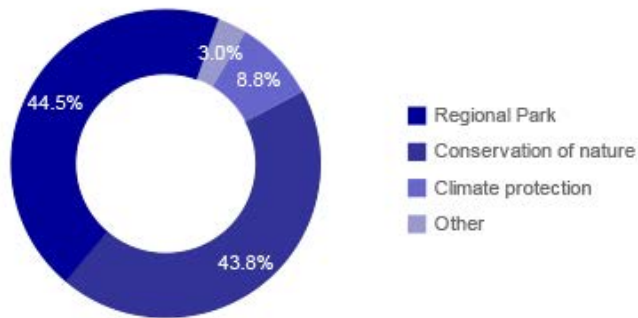


The Fraport Environmental Fund was founded in 1997. The objective of this fund is to provide financial support for projects promoting conservation of nature and the environment, ecological research work, and environmental education measures in the Frankfurt/Rhine-Main Region. The focuses of sponsorship are climate protection projects and research into climate change, the retention of biodiversity in the Frankfurt/Rhine-Main Region, and environmental education projects. We cooperate with towns and local communities, nature conservation organizations and educational institutions.

The orchard meadows in the Frankfurt/Rhine-Main Region are particularly worthy of protection. Orchard meadows in the State of Hesse have been reduced by around 90 percent over the past 30 years. The meadows have a high level of species diversity and therefore play an important role in retaining regional biodiversity. The [Hesse Society for Ornithology and Nature Conservation \(HGON\)](#) in Frankfurt uses the financial support from Fraport to preserve valuable biotopes.

Since the Environmental Fund was established, a total of 750 projects have been sponsored with funds amounting to around 32 million euros. In 2012, we sponsored environmental projects with some two million euros. More than half of the funds in the period to 2014 have been earmarked for climate protection and the preservation of biodiversity. The biggest individual project to receive funding from the Environmental Fund since 1997 is the [Rhine-Main Regional Park](#).

## Environmental Fund segments 2012



### Rhine-Main Regional Park

Frankfurt Airport is by far the biggest site of Fraport AG and mitigation for its negative impacts is therefore particularly relevant. By comparison with other major urban conurbations in Europe, the area around the airport has a great deal of open landscape which extends a long way into densely populated areas. The non-profit organization "Regionalpark Ballungsraum Rhein-Main" (Regional Park Rhine-Main Conurbation) looks after and landscapes these natural areas, and links them up with an extensive network of paths. The regional park therefore makes a positive contribution to the appeal of the region as an area to live and work in.

Since the Environmental Fund was established, the Rhine-Main Regional Park has received total sponsorship amounting to 14.5 million euros to implement a range of different projects. The future objective is to extend and connect the footpaths in the region, creating a network of paths almost 1,500 kilometers in length. It will extend from the Frankfurt Green Belt, westward to Rüdelsheim in the Rheingau wine-growing region, northward to the Wetterau basin and from the Hessisches Ried marshland in the south, far into Kinzigtal valley to the east. The new routes will raise the profile of the Regional Park in the urban area and open up the remaining and sometimes forgotten areas of varied natural landscapes in the region to people looking for leisure opportunities in open spaces. By 2012, 200 sub-projects will have been completed in around 50 local communities and signposted routes over 350 kilometers in length will have been created.

A long-distance circular route running for 190 kilometers around Frankfurt has also been completed. It links up 35 communities with each other. The paths pass through agricultural and cultural countryside, idyllic "landscape islands", monuments to industrial culture, historic gardens and parks. You can also find important sites from prehistory and early history, the Middle Ages and through to the present.

Our goal is to further enhance the appeal and awareness of the regional park. In 2012, Fraport therefore started organizing a variety of events and campaigns focusing on this local recreation area.

### "Fraport Regional Park Open"

In September 2012, our company highlighted its core competence of "mobility" and joined forces with the town of Oberursel in the Taunus Valley to hold the first "Fraport Regional Park Open – the festival for vehicles with alternative drives". Amateurs and experts had two days to find out all about new drive technologies. They could take a trip with electric bicycles and Segways, and swap ideas on sustainable mobility in the Frankfurt/Rhine-Main Region. The background to this event is that Fraport is gradually converting its vehicle fleet to **electromobility**. The festival was launched with a public conference under the slogan "Mobility 2100 – A vision for the Frankfurt/Rhine-Main Region". Numerous experts from research and business were represented there. Fraport held a competition for 16 school, university and company teams in the region with vehicles developed by the teams and powered by alternative drives competing against each other.

### Event series "Regional Park Window"

In 2012, we presented the biggest project funded by the Fraport Environmental Fund to our employees on our airport site four times in the event series "Regional Park Window". A regional park "Pilot" stewardess, supported by short films and maps, provided information about the regional park and the network of paths 350 kilometers in length. The employees were able to purchase organic products from regional farms at market stalls. The Rhine-Main Regional Park was also a guest at Frankfurt Airport to celebrate the "Second Hesse Day of Sustainability" in September. Members of staff were also invited to take part in a trip through "a section of regional park". The trip included a visit to the RhineMain educational farm in Bad Homburg and to the ecological "Herb nursery" in Wiesbaden. On the "Second Hesse Day of Sustainability", employees visited the German Meteorological Office in Offenbach where the topics focused on climate protection and climate change.



### Innovative atmosphere research

Since 2009, our Environmental Fund has been cooperating with the civil aviation industry on the [CARIBIC](#) project carrying out research into the atmosphere. This research has a number of sponsors including Lufthansa, and Fraport has so far invested 600,000 euros since 2009. You will find more information on the project at [www.caribic-atmospheric.com](http://www.caribic-atmospheric.com).

### Environmental education

The Fraport Environmental Fund also promotes initiatives that focus on communicating knowledge about ecological links to children and young people. We have been cooperating with several different educational institutions on this project. Since 2007, the Environmental Fund has been financing nature trips and presentations for daycare nurseries and school classes with biologist [Dr. Frank Reinhardt](#). We also support curriculum-related presentations on the subject of animal and nature conservation with [animal ranger Petra Simon](#). The program is free of charge for schools and nurseries within the "Neighborhood Area". If you would like more information and want to ask about making a booking, click on the name of the relevant ranger.

In future, we want to focus even more intensively on environmental education and expand the range of teaching activities in cooperation with nurseries and schools. As a complement to our initiatives in schools, we continued our communication activities of previous years in 2012 by supporting numerous information projects in nature conservation areas and connected with setting up educational trails. Two examples of this are the "Trail of the biggest forest mistakes" in the Alte Fasanerie Wildlife Park in Hanau and the Lake nature trail" along the shores of Ruhlsee lake at Langenselbold.

### Walking exhibition "Frankfurt hums"

The Fraport Environmental Fund supported the walking exhibition entitled "[Frankfurt hums – A close look at the world of bees](#)" when it came to Frankfurt Airport from September to the end of October in 2012. The interactive exhibition about the life of wild bees and honey bees is an initiative by the Foundation for Man and the Environment.

- [Application form for funds from the Environmental Fund \(only in German available\)](#)

## Foundations



Fraport's own Erich-Becker Foundation founded in 1986 also promotes academic work throughout Germany on issues related to air traffic, logistics and mobility. The Fraport Foundation ProRegion engages in improving the educational level and employment skills of teenagers and young adults focusing on the Frankfurt/Rhine-Main Region.

### Erich-Becker Foundation

The [Erich-Becker Foundation](#) was established in 1986 on the initiative of the former Chief Executive Officer Erich Becker under the name "Airport Frankfurt Main Foundation" and it was renamed in his honor in 2004. The purpose of the foundation is to promote research and academic work on the issues of air traffic, mobility and logistics. When new appointments were made to the Board of Management in 2012, this spectrum was expanded by a focus on sustainability and mobility of the future. The income from the endowed capital of 1.53 million euros has been stable for years and it is used to finance grants and projects, as well as prizes for special scientific achievements. By the close of 2012, the Erich-Becker Foundation had supported 739 diploma theses, 221 dissertations and 80 other projects, including eleven post-doctoral degrees (habilitations). Since 1988, the allocation of funds amounting to 2.71 million euros was approved. In 2012, the foundation is running a workshop with former scholarship holders for the second time in order to promote knowledge exchange and practical applications.

### ProRegion Foundation

We have been working on integrating teenagers and young adults into the world of work since 1999 through our [ProRegion Foundation](#). The foundation has endowed assets amounting to 6.11 million euros. The foundation primarily promotes projects, institutions and organizations which improve the educational level and employments skills of the target group. The biggest recipients of grants are based in Frankfurt am Main. In 2012, the foundation allocated funds amounting to 400,000 euros.

### Innovative Production School

In 2012, we set up the project "[Innovative Production School](#)" (IPS) at the Max-Eyth School in Dreieich through the ProRegion Foundation. The IPS is a department in the Association of Sponsors and Friends of the Max-Eyth School. It carries out youth welfare services and is a member of the Federal Association of Production Schools. The objective is to provide young adults with a training or get them involved in another employment subject to compulsory social security deductions. The target group is young adults aged between 16 and 25 years who have obtained a school-leaving certificate but who have not yet been able to find an apprenticeship place. Dropouts who have left other forms of schooling and young people who have not completed their apprenticeship training are also included in the program.

The aim is to open up perspectives for the participants, to identify their potential skills and to develop competences. Since the dedicated commitment of the supervising teachers has resulted in impressive successes in obtaining placements in the primary apprenticeship market or in more advanced schools, the ProRegion Foundation has made a commitment to the fourth sponsorship phase. Since the start of the project in 2010, the foundation has supported the project with funds amounting to 56,000 euros.

#### *Society for Youth Employment*

The Society for Youth Employment (gjb) based in Frankfurt also received financial support from the foundation in 2012. ProRegion has been sponsoring remedial teaching in the "Frankfurt Secondary School Project" for children in classes 8 and 9 at secondary school for many years. It has also funded vocational events and training support for former project participants. Since 2005, the Society for Youth Employment has received around 400,000 euros.

#### *Protestant Association for Youth and Social Work*

The ProRegion Foundation has been playing a proactive role in co-financing craft apprenticeship places in the learning workshops of the Protestant Association for Youth and Social Work for many years. The funding amounts to 157,000 euros since 2008.

## **Help for children in Hungary and Romania**



Fraport employee Helmut Hofman and other members of staff in the Group have been visiting children's homes in Hungary and Romania for many years and offering assistance there. 2012 was no different and they travelled to Tata near Budapest to hold a big party for around 500 children.

The annual collection campaign for Christmas packages is a big tradition. Fraport employees pack gift boxes for children living in orphanages, homes for disabled children and vulnerable families in Romania and Hungary. A total of 6,124 packages were collected in 2012, not least thanks to the contribution by administrative staff at state broadcaster Hessischer Rundfunk and national broadcaster ZDF, and a number of nurseries and schools from the region. Hofmann transported the Christmas packages to the children in nine trips with a small truck or a VW bus. Fraport paid for the petrol required and provided some of the vehicles. Hofmann was frequently accompanied by other colleagues from Fraport on his journeys, including representatives of the Executive Board.

Also at the initiative of Helmut Hofmann, airport tours were set up for people with disabilities. Employees of the Social Service Center are now organizing regular tour events. In 2012, young people from Kalmenhof, an institution providing care for young people and people with disabilities in Idstein near Frankfurt, came on a visit and had a look behind the scenes at the airport.

## **Best Practice examples**



### **ZING – newspaper in elementary school**

In 2008, Fraport launched a joint venture entitled ZING – newspaper in elementary school (Zeitung in der Grundschule) over several years with the IZOP Institute for Advanced Teacher Training and regional newspaper "Frankfurter Neue Presse". The aim of the cooperation was to familiarize children at elementary school with the newspaper medium and to promote the children's reading and writing skills. The cooperative projects involved the children in finding out about the work of a journalist by carrying out their own research. We are providing 57,500 euros each year for this project over an indefinite period of time. In 2012, we extended our activities and Fraport held a journalists' workshop with around 40 classes from elementary schools in the region, young editors from newspaper "Frankfurter Rundschau" and the teachers involved in the project. The thematic focuses included "International Marketplace Frankfurt" and "Always troubles with lonely suitcases".

### **Craft social project by Fraport trainees**

The current trainee cohort at Fraport completed a three-day outdoor team training program at an animal home in Heidelberg during the summer of 2012. The aim was to use discussions and a range of different tasks related to the issues of planning, coordination and cooperation to raise awareness of the different roles that characterize successful teams. On the second day, the trainees applied the knowledge they had acquired and their team skills to a social project. Fraport donated 2,000 euros to provide further support for the activities of the animal home.

## **Status of target attainment**



<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Funding for projects supporting community development in the region, in particular in the areas of education, integration, compensation for social disadvantage and health care	2012	In 2012, 1,426 individual measures in the region received financial support from Fraport AG.	Description of focuses, see <a href="#">"Donations and sponsoring"</a>
Funding of projects conserving the environment in the Frankfurt/Rhine-Main Region, in particular with focuses on biodiversity, climate protection and environmental education	2020	In 2012, 60 individual measures received financial support from Fraport AG through the Environmental Fund.	Description of focuses <a href="#">"Environmental Fund"</a>
Improvement in access to training places in the region	2020	In 2012, 27 projects in the region were financed by the Pro Region foundation of Fraport AG	Description of focuses, see <a href="#">"Environmental Fund"</a>
Funding of academic studies on the issues air traffic and mobility	2020	In 2012, 44 academic studies and projects received financial support from the Eric-Becker Foundation of Fraport AG.	Description of focuses, see <a href="#">"Foundations"</a>

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You are here: Owners



## Owners

Fraport AG is a stock company (Aktiengesellschaft) in accordance with German law. The shares in the company are listed on the Frankfurt Stock Exchange and are included in the MDAX, the index for medium-sized German joint-stock companies. The biggest shareholders are the State of Hesse (31.40 percent) and Stadtwerke Frankfurt am Main Holding GmbH (20.05 percent).

### Shareholder structure

Shareholder	Percentage
State of Hesse	31.40 %
Stadtwerke Frankfurt am Main Holding GmbH	20.05 %
Deutsche Lufthansa AG	9.89 %
Lazard Asset Management LLC	3.16 %
RARE Infrastructure Limited	3.06 %
Free float	32.44 %

We have a specific duty to our shareholders to safeguard the economic viability of our investments. The same applies to profitable growth and the creation of positive value added over the long term, i.e. an operating result that is higher than our cost of capital. We have also defined these objectives in our [Sustainability program](#). We operate a stable [dividend policy](#), for our shareholders, and they participate in our good business performance every year. As in the past two years, the Executive Board and the Supervisory Board will be submitting a proposal to the owners at the Annual General Meeting in 2013 that a dividend amounting to 1.25 euros per share should be paid. Retained earnings are used to finance additional investments and hence increase corporate value. We manage the development of Fraport AG in accordance with the principles of value-based management with the key core parameter of Fraport value added. A detailed explanation of value-based controlling and the development of value added is provided in the [Annual Report 2012](#), pages 72ff.

### Utilize growth potential: Agenda 2015



Despite the global economic uncertainty predicted over the medium term, leading air transport associations continue to predict a [stable growth trend](#) over the long term. We are confronting the ensuing strategic challenges with the [Group strategy Agenda 2015](#). The objective of Fraport AG is to consistently make the most of growth opportunities with the aim of remaining successful in a business with a long investment cycle.

The foundation for the future development of the Fraport Group is provided by the expansion and modernization of our infrastructure capacities, in particular at the Frankfurt site. Four core elements of our investment program came onstream punctually to meet current demands with startup of Runway Northwest in October 2011, opening of the new Pier A-Plus at Terminal 1 and completion of the redesigned Pier 1B and the new CD link. The focus issue over the coming years remains needs-based planning and construction of Terminal 3 in the southern section of Frankfurt Airport.

## Growth drivers



### Airport-Retail

The retail business generates strong earnings. In 2012, the Retail & Real Estate Segment contributed a share of 39.3 percent to Group EBITDA. The expansion and modernization of retail and catering floorspace at the terminals is correspondingly important. Through the inauguration of about 12,000 m2 of retail space in Pier A-Plus last year, Fraport created an essential foundation for further retail growth at the Frankfurt Airport. The gastronomy area at Terminal 1B and Level 2 of Terminal 1 will be refurbished and modernized in a rolling program from 2014. Furthermore, monitoring and consulting with the tenants and an improved sector mix are designed to increase the profitability of the retail areas. The company's goal is to increase the net retail revenue per passenger at Frankfurt from an average of 3.32 euros in the business year 2012 to at least 4 euros over the medium-term.

### External business

Fraport already generates around one third of Group EBITDA in external business. The proportion of earnings from the External Activities & Services Segment will continue to rise over the coming years. Fraport is meanwhile represented on four continents and in addition to its role in Frankfurt Airport, it has a shareholding of at least 50 percent in [four further airport or terminal operating companies](#). Fraport also holds minority shareholdings in or has management contracts with a further eight international airports. The aim of Fraport AG is to continue extending external activities. The opportunities that have been reviewed up to 2012 include projects in Europe, South America and Asia.

### Airport City

Hub-Airports around the world are developing into "Airport Cities". The services they provide yield a massive expansion of the classic portfolio of services supplied by an airport. Fraport recognized this trend at an early stage and identified sites at Frankfurt Airport that are worth consideration for real-estate development. Our goal with selected projects is to benefit from value added through our own activities more than has been the case in the past. The "flagship projects" that were being developed or already marketed in 2012 include in particular the Mönchhof site, Gateway Gardens and CargoCity South.

## Status of target attainment



Target	Duration	Measure	Status
Expansion of terminal capacities to at least 64 million passengers to meet demand	By 2020	Completion of Pier A+	Expansion of capacity by 6 million passengers and 8 apron positions were completed to schedule
Expansion of apron positions to meet demand		Modular realization of Terminal 3 including the necessary aprons and taxiways	The expansion schedule is currently being agreed
Increase in the net retail revenue to at least 4 euros per passenger	2015	Growth by expansion and development of new areas (A-Plus: 2012) and optimization of existing marketable floorspace (Gastro B-Transit and refurbishment Level 2)	Net retail revenue per passenger 2012: 3.32 euros 2011: 3.17 euros
		Increase in profitability by monitoring and active management of lessees, and	See <a href="#">Airport-Retail</a>

		optimization of marketplace sector mix and changing non-performing lessees	
Consolidating and expanding the proportion of external business in Group earnings	2020	<ul style="list-style-type: none"> <li>• Successful acquisition of airports and airport companies</li> <li>• Further development of existing subsidiaries</li> <li>• Conclusion of more consulting contracts</li> </ul>	See <a href="#">External business</a>
Adjustment of airport charges to refinance infrastructure	By 2015	Conclusion of public contracts and contracts with airlines and airline associations	Charges for 2012 increased by 2.9%; 2.9% increase also planned for 2013
Increase in airfreight revenues	2015	<ul style="list-style-type: none"> <li>• Measures to develop sales further</li> <li>• Communication and cooperation with participants in the process</li> </ul>	Sales concept for cargo area in development, implementation in the 1st half of 2013. A concept is being developed for providing a systematic structure to communication with airfreight users using various customer dialog platforms, realization in 2013.



You are here: Worldwide Sites



## Worldwide Sites

Fraport AG is represented worldwide at [13 airports](#) on four continents in the form of majority and minority shareholdings, and management contracts, including Antalya, Lima, New Delhi, St Petersburg and Xi'an. The portfolio of Fraport as a full-service provider includes airport operation and management, and consultancy services for all airport-specific areas, such as ground handling services, terminal, retail and real-estate management. Our majority holdings include airports in [Antalya \(Turkey\)](#), [Lima \(Peru\)](#) and [Varna and Burgas \(Bulgarien\)](#). More than 90 percent of Fraport employees have their [workplace](#) in Germany. The relevant listed link provides you with an overview of all the [airport investments](#) of Fraport AG and of all the other [shareholdings in companies](#) of Fraport AG.

We have high standards for the working and operating conditions at all our sites. This enables Fraport to achieve standards in all areas which exceed the level of the individual countries. For example, the salaries for the majority shareholdings' employees are above the national average. Fraport places great emphasis on getting the work-life balance right within the framework of diversity management at all its subsidiaries.

In 2005, Fraport started to implement a group-wide [Values Management System \(VMS\)](#) including the [electronic whistleblower system](#). The whistleblower system has since been a constituent element of the employment contract agreements for employees and managers of the parent company in Frankfurt and the majority shareholdings.

Until 2012, the Values Management System (VMS) had been primarily focused on the area of compliance. In order to ensure compliance with the globally acknowledged standards of conduct in Frankfurt and at all our Group sites outside Germany, we decided to develop the VMS to create the [Code of Conduct for Employees and Suppliers](#). These codes were initially introduced to the German companies of the Fraport Group at the beginning of 2013. They are now being gradually rolled out at all the majority shareholdings abroad. The Group Codes are being introduced in this roll-out as a dedicated code for each subsidiary company of Fraport AG. Existing rules and regulatory frameworks are being incorporated as appropriate.

The [environmental policy](#) was adopted by the Executive Board of Fraport AG in spring of 2008 and this policy is applicable to the entire Group. It is based on careful use of natural resources and we make a commitment to an environmentally sustainable approach for all our business activities. An Environmental Management System has been implemented at each of our Group airports where we have a majority shareholding. The aim of this system is to identify and minimize risks. The long track record of experience in environmental protection at Frankfurt Airport benefits all the Group sites, for example in the form of training sessions and specialist support, including local assistance on the ground.

Since 2009, any breaches of the standards of conduct defined in the VMS can be notified online at all company sites. The system is available in individual national languages for the majority shareholdings. An external Ombudswoman was appointed in 2011 to register any breaches and carry out a legal assessment.

You are here: Worldwide Sites > Antalya



## Antalya

After the Ataturk Airport in Istanbul, Antalya Airport (AYT) is the second biggest airport in Turkey. Fraport has a shareholding of 51 percent in the operating company and is responsible for terminal operation and management. The engagement in Antalya started in 1999 with operation of the International Terminal 1. In April 2007, Fraport AG and the local partner IC İçtaş once again won the tender for operation of the passenger terminal at Antalya Airport. In September 2007, the first international passenger terminal, the CIP (Commercially Important Persons) Terminal and the Domestic Terminal were handed over. In September 2009, the consortium also took over the second international passenger terminal. In April 2010, the new Domestic Terminal was officially opened after a construction period of just eleven months.

### Antalya Airport in figures:

	2012	2011
Number of employees <sup>1</sup> :	438	442
Number of passengers <sup>2</sup> :	24,954,422	24,964,219
Airfreight (tons):	n.a.	n.a.
Aircraft movements:	159,253	163,607

<sup>1</sup> Employees including temporary staff, apprentices and employees on leave on 31 December according to the Global Reporting Initiative (GRI)

<sup>2</sup> Commercial traffic in+out+transit

You will find more information on Antalya Airport [here](#).

## Environmental protection



The Environmental Management System at Antalya was certified in conformity with DIN ISO 14001 for the first time in 2009. This system allows all environmental measures to be arranged with process-optimized planning and management. A review can also be carried out to ascertain whether the intended environmental targets are being achieved. In 2012, Antalya Airport received the quality prize "International Gold Star Award" from [Business Initiative Directions \(BID\)](#) for continuous development of environmental management and for the airport's innovation management, the quality standards, customer satisfaction and the quality of its services.

### Climate protection

ICF Airports introduced a CO2 Policy to reduce its CO2 emissions in 2009. In August 2010, Antalya Airport was verified for Level 1 "Mapping" under the [Airport Carbon Accreditation \(ACA\)](#) by ACI Europe. In 2011, it was the first company in

Turkey to be classified at Level 2 and received the award as the best European airport in the category 10 to 25 million passengers. In 2011, ICF Airports adopted a CO2 Management Plan. The plan involves the terminal operator consortium taking responsibility for all emission sources at the airport with the exception of fire brigade exercises. The objective is to achieve by the year 2024 a 25 percent reduction in specific CO2 emissions compared with 2009 despite increased passenger numbers. Furthermore, the aim is for the energy required at the airport to be sourced from generation at the airport itself by 2024. In 2012, the classification of Level 3 was attained and hence the second highest Level of the ACA CO2 reduction plan for airports. Antalya Airport is the first airport in Turkey and one of 12 European airports to be awarded this designation. In conformity with the requirements of this Level, ICF Airports records an annual overview of the material climate gas emissions at the airport and carries out dialogs on CO2 emissions with other companies located at the site. ICF Airports also supports other business partners, such as airport authorities, airlines and ground-handling companies in achieving CO2 reductions in order to further restrict the emission of gases that are damaging to the climate.

In 2012, the energy supply to the terminal with ground power units and stationary air-conditioning was further expanded so that the use of Auxiliary Power Units (APUs) could be phased out. Stationary supply with electricity and air-conditioning causes fewer CO2 emissions by comparison with APUs and therefore contributes to the reduction of greenhouse gases.

A range of environmental measures was carried out at existing buildings located at the airport in 2012. Exchanging lamps for modern LEDs will generate savings amounting to 356,000 kilowatt hours. Light sensors are also reducing the duration of illumination. The use of energy-saving models on public monitors will also achieve additional energy savings.

#### **Trigeneration power station**

Since 2011, Antalya Airport has also been operating an exceptionally energy efficient trigeneration power station with an output of eight megawatts. The plant makes use of the heat arising during electricity generation by gas turbines to produce steam and cold water for heating and cooling purposes. This operating principle permits significant CO2 savings and increases the energy efficiency by up to 83 percent. By comparison, power stations based on other technologies have an efficiency of around 40 percent. The airport at Antalya is one of the few airports to install and operate a dedicated power station. The investment costs for this venture amounted to 7.3 million euros.

#### **Water and waste**

ICF Airports is dedicated to achieving maximally environmental use of natural resources. Operation of the airport's own water treatment plant prevents pollution of the sea and contamination of the soil with wastewater. 4,500 cubic meters of wastewater are treated here each day. Monitoring is carried out by a daily test of the pH value of the wastewater and by monthly laboratory analyzes.

2,785 tons of recyclable material were forwarded for recycling in the dedicated waste separation facility that came onstream in 2011. The current recycling rate is 31 percent. This raised the recycled volume by three percentage points from 2011 to 2012. The objective is to raise the recycling rate to 70 percent over the next five years.

## **Employees**



Fraport has made a commitment to ethical principles for dealing with our employees at the Antalya site. We are therefore committed to compliance with the international accredited standards and principles as defined in the UN Global Compact. Fraport also creates value added for its employees, for example through programs in occupational health and safety, supplementary financial allowances and training packages.

#### **Occupational health and safety**

ICF Airports carried out regular health checks, emergency exercises and prevention measures for risk assessment of workplaces in the area of occupational health and safety in 2012. The workplaces were optimized on the basis of ergonomic aspects, for example by improved illumination and ventilation.

#### **Supplementary insurance cover for employees**

Our employees at Antalya have a predefined budget for themselves and their family and they have the option of selecting, for example, private health or life insurance within the so-called Cafeteria System.

#### **Service training**

In June 2012, ICF Airports carried out training sessions in the principles of Turkish sign language with the aim of improving the service for hearing impaired passengers. This training is directed especially toward employees who come into contact with passengers who have hearing impairments. The training sessions were headed by the Chairman of the National Federation of Turkish Hearing-impaired Persons. A total of 133 training modules were

delivered.

## Local engagement



In 2012, ICF Airports supported local charitable projects with a total of 143,000 euros. These included the following projects:

- The “Olympos Ancient City Excavation” received 30,000 euros of finance for their research work. This was directed toward preserving the cultural heritage of Antalya and carrying out excavations at the ancient site of Olympos.
- The “Flight Point” magazine was sponsored with an amount of 63,500 euros for a cooperative project. The magazine promotes tourism and culture in the Antalya region.
- ICF Airports supported the 13th International Piano Festival in Antalya with a donation of 8,800 euros.
- ICF Airports donated 10,000 euros to the “Society of Children in Need of Protection in Antalya” for the benefit of children living in the Zübeyde Hanim Child Protection House.

Many other organizations also received small donations.

### Non-financial engagement

In June 2012, 55 children from the “Society of Children in Need of Protection in Antalya” planted 300 Seville orange trees close to the airport. The campaign was part of a reforestation project initiated by ICF Airports and one of the objectives was to promote environmental awareness among children. In 2012, the Fraport subsidiary again cooperated with the Association of Mediterranean Tourism Hoteliers (AKTOB). The two partners joined forces in 2009 to promote the town of Antalya as a travel destination. A campaign lasting four months was carried out at Frankfurt Airport to promote this aim in 2012.

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## Lima

Fraport has a stake in the Peruvian airport "Jorge Chávez" in Lima as a member of an international consortium with a majority holding of 70.01 percent. Other shareholders include International Finance Corporation (19.99 %) and Fondo de inversión en infraestructura, servicios públicos y recursos naturales (Apoyo) (10.00 %). The concession of the company Lima Airport Partners S.R.L (LAP) for constructing and operating the international airport in Lima has been running since 2000 and has a term of 30 years. The airport is operated 24 hours a day throughout the year.

### Jorge Chávez International Airport in figures:

	2012	2011
Number of employees <sup>1</sup> :	594	571
Number of passengers <sup>2</sup> :	13,324,379	11,795,863
Airfreight (metric tons):	293,675	286,641
Aircraft movements:	148,325	135,083

<sup>1</sup> Employees including temporary staff, apprentices and employees on leave on 31 December according to the Global Reporting Initiative (GRI)

<sup>2</sup> Commercial traffic in+out+transit

You will find more information on Jorge Chávez International Airport Lima [here](#).

## Environmental protection



Environmental management at Lima Airport has been certified in conformity with DIN ISO 14001 since May 2004. The objective is to measure and monitor the material environmental parameters for operation of the airport and to achieve progress in environmental management and environmental performance by the measures implemented. At the beginning of January 2013, LAP was successfully recertified. The new certification is valid until February 2016. The quality of environmental management is far in excess of the typical standard for the country as a whole.

### Climate protection

In 2012, LAP evaluated the companies based at the airport for the emissions of air pollutants from their aircraft and mobile work machines on the apron. The result was overall positive with the vehicles showing a rate of 96 percent conformity with the statutory regulations. Upgrades were only required on the equipment of third parties. LAP submitted a request in writing to these companies to take immediate measures to achieve improvement.

## Water

The desert location means that water supply and disposal is extremely important for the City of Lima. LAP therefore has a mission to treat the resource water with a great deal of care. It defined the target for 2012 of keeping the consumption of water by passengers and their companions below 0.235 cubic meters or 23.5 liters per person. The average water consumption of around 20.4 liters per person provided initial successes in 2012. LAP plans to reduce per capita water consumption by a further 3 percent for the year 2013.

LAP also carries out regular quality checks on groundwater, drinking water and wastewater.

## Employees



Fraport is dedicated to upholding ethical principles in dealings with its employees and has made a commitment to compliance with internationally accredited standards and principles, such as those of the UN Global Compact. Retaining and creating jobs and modern working conditions also number among our targets, such as guaranteeing safety in the workplace and promoting the health of employees.

### Supplementary allowances

Lima Airport Partners (LAP) pays its employees at Lima Airport above-average salaries by comparison with pay levels in Peru.

LAP also has a comprehensive program ("Beneficios LAP") of voluntary supplementary allowances aimed at making working conditions even more attractive. These benefits are available to all employees and they comprise six categories reflecting the areas of work and private life, family, health, leisure and financial well-being of employees. Some of the benefits on offer include increased scope of cover for health and life insurance, transport by bus to their workplace, options for participating in fitness and sports packages, and additional free days for promoting the work-life balance. Since 2012, members of employees' families have been offered advisory services for setting up their own business with the aim of improving the economic situation. In 2012, the package of benefits available to employees was assessed for importance and satisfaction. The program is continually being developed not least on the basis of the staff survey.

Members of staff also participate in the business success of the company: In 2012, LAP paid out 3-4 additional months of salary.

### Occupational health and safety

The implementing regulation on the Occupational Health and Safety Law adopted in the previous year came into force in 2012. LAP revised its occupational health and safety policy in the course of implementation. The "Quality, Environmental Health and Safety" Department (QEHS) was restructured and the personnel was increased.

Targets for health and safety were also integrated within general corporate targets. These include identification of hazard risks at workplaces and reduction of the accident rate. All employees took part in training for occupational health and safety in 2012. The company is aiming to achieve certification in accordance with the standard occupational management standard OHSAS 18001 in 2013 to supplement the DIN ISO 9001 and DIN ISO 14001 management standards already implemented.

In 2012, the airport's own job safety committee "Comité de Seguridad y Salud Ocupacional" (COSSO) was re-elected. The function of this committee is to identify occupational health and safety risks at Lima Airport and institute measures to promote the health of employees. The committee is made up of five employee and five employer representatives and it meets at least once a month. In 2012, QEHS again organized the traditional "LAP Week of Quality, Environment, Safety and Security, and health Promotion" and 220 employees and experts took part in this event. The business unit also audited 57 companies based at the airport for compliance with the statutory regulations.

### Career training

Apart from courses specified in statutory regulations, the career training plan for 2012 included continuation and expansion of leadership training and individual training measures. In December 2012, the Academia LAP opened as a new career training center holding courses dealing with subjects like airport management and customer service, computer courses, advanced language courses, and healthcare courses. The Fraport subsidiaries also provided three employees with financial support in 2012 to complete their Master of Business Administration.

## Local engagement



In 2011, LAP decided to concentrate its donation and sponsoring engagement on a major project in order to deploy its



assets more effectively. The operating company is therefore supporting “Asociación Sembrando Juntos” which runs two children’s daycare centers in Callao located in immediate vicinity of the airport. These nurseries offer pre-school places to 400 children between the ages of three and five years. The concept for the neighborhood project envisages paying for the annual school costs incurred by a class comprising 35 children as well as providing local support measures. The airport employees are released from work for one day each quarter to give support at the nursery. In 2012, the nursery was repainted and a project week was organized for the children, a film day and a Christmas show including distribution of presents.

### **Stakeholder engagement**

Lima Airport Partners (LAP) fosters relations with its various stakeholders and partners. The “Concession Compliance” business unit is responsible for contacts with the concession partner and the regulatory government agencies.

Exchange with the airline companies takes place at a monthly meeting with the individual operating areas. The airline companies have access to an LAP Helpdesk Tool to provide an additional communication channel. The independent business unit “Institutional Relationships” handles communication with government agencies such as customs, police or the immigration office. The Fraport subsidiaries are assisted by external market research institutes in carrying out surveys of airlines, passengers and franchise holders twice a year. The surveys are directed toward assessing the satisfaction of their stakeholders and partners and deriving any measures necessary for improvement of processes, quality of services and the range of packages. The results are presented to the management and heads of department, and improvement measures are worked out. The QEHS business unit checks their implementation.

The opinion of employees is integrated into improvement processes. Every two years, LAP carries out a survey on the satisfaction of its employees. In 2012, two thirds of the employees participated in the survey. The staff newspaper published every two months also stimulates communication with employees, as does the brochure ¿Cómo estás?, which provides a portrait of an administrative and an operational employee. In 2013, the new interactive “KANTAY” Intranet will be presented online at LAP.

Finally, the Fraport subsidiary works closely together with the union SUTRALAP.

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You are here: Worldwide Sites > Varna and Burgas



## Varna and Burgas

Since the end of 2006, the German-Bulgarian consortium made up of Fraport AG and the Bulgarian logistics company BM Star have been operating the airports Varna and Burgas located in Bulgaria. The two partners established the company Fraport Twin Star Airport Management AD to run these airports. Fraport holds 60 percent of the shares in the company which is the biggest airport operator in Bulgaria. The concession agreement has been concluded for 35 years and plans investments in the development of both sites. Fraport is building a new passenger terminal at both airports which are to be opened during the course of 2013. The geographical situation as the gateway to the Bulgarian coast on the Black Sea makes the airports of Varna and Burgas ideal for charter flights. They also provide attractive locations for airfreight between east and west, and scheduled airline traffic.

### Number of employees at Twin Star Airport Management:

	2012	2011
Number of employees <sup>1</sup> :	704	721

<sup>1</sup> Employees including temporary staff, apprentices and employees on leave on 31 December according to the Global Reporting Initiative (GRI)

### Burgas Airport in figures:

	2012	2011
Number of passengers <sup>2</sup> :	2,380,536	2,253,320
Airfreight (tons):	2,281	5,991
Aircraft movements:	18,856	19,215

<sup>2</sup> Commercial traffic in+out+transit

You will find more information on Burgas Airport [here](#).

### Varna Airport in figures:

	2012	2011
Number of passengers <sup>1</sup> :	1,221,468	1,181,832

Airfreight (tons):	33	41
Aircraft movements:	10,739	11,263

<sup>1</sup> Commercial traffic in+out+transit

<sup>2</sup> Varna Airport was closed from 15 October 2011 to 28 February 2012. Flights to and from Varna were handled by Burgas Airport.

You will find more information on Varna Airport [here](#).

## Environmental protection



The environmental activities at Varna and Burgas Airports are managed with a joint Environmental Management System. This is used to identify and minimize risks, and to improve environmental performance. The employees at both sites work together to achieve the defined targets. The management of Fraport Twin Star Airport Management AD (FTSAM) has also designated environmental protection as the most important cooperative target.

### Climate protection

One target of the Environmental Management System is to reduce the emission of climate-change gases at both airports. FTSAM adopted an action plan in June 2012 to reduce CO<sub>2</sub> emissions. It is based on Resolution A37 of the [International Civil Aviation Organization \(ICAO\)](#) and envisages a reduction of CO<sub>2</sub> by an annual amount of 2 percent. This process is still at the initial stage. A report on the CO<sub>2</sub> footprint by FTSAM has been planned for the year 2013.

### Water

FTSAM has also defined the target of taking a responsible approach to the resource water. This includes treatment of precipitation water which may contain aircraft deicing agents during snowy or frosty weather. The Fraport subsidiary mainly uses an environmentally friendly agent based on calcium acetate or sodium formate for deicing purposes. A different agent is used at temperatures below -8.5 °C due to its great effectiveness in deicing.

At the start of 2012, the dilapidated landing runway was renovated at a cost of 20 million euros and a drainage system was installed. The runway was completely resurfaced with asphalt over the entire area – 2,500 meters long, 45 meters wide. The surface has been designed so that the precipitation water flows into the drainage system on the left and right of the runway. It is then conducted along pipework into the existing wastewater system. This allows large amounts of water to be collected and drained in conformity with environmental standards.

## Employees



At our sites in Varna and Burgas, we are committed to compliance with internationally acknowledged standards and principles, such as those of the UN Global Compact. The focus issues of our human resources policy include career training for our employees, as well as safety and security in the workplace and in health promotion.

### Occupational safety

FTSAM recorded the risk factors of individual workplaces in 2011. A risk management program was derived from these factors in 2012. It categorizes risks on the basis of their relevance, analyzes their causes and identifies potential initiatives for solutions. The resulting measures are implemented in a campaign calendar planned over two years.

### Health promotion

The operating company of Varna and Burgas Airports offers a range of health-oriented initiatives for employees, including presentations on health issues. A social welfare program supports employees if they have health problems or after the birth of a child, and health-insurance benefits are supplemented with therapeutic and rehabilitation benefits.

A staff survey carried out in October 2012 was intended to provide information on factors that cause psychological stress in the workplace. The results of the survey are being used to develop a prevention program to promote the health of employees. The first results will be available in 2013.

In September 2012, the Fraport subsidiary refurbished a building at Varna with workshop facilities, warehouse and conference rooms in order to improve the working conditions there. New installations fitted included air filters and an air-conditioning system. The ergonomic design of the workplaces was also improved. A pilot project is planned in Burgas for 2013 which will introduce a vacuum lifter to reduce the manual content of baggage handling. This aims to reduce the risk of back injuries among employees and accelerate baggage handling processes.

### Employee motivation program

In 2012, a program was carried out at the Varna and Burgas sites to motivate employees. It involved participation of employees in a sports tournament for international airports in Bulgaria.

## Local engagement



FTSAM engages in a comprehensive program in the regions around the Varna and Burgas sites. Annual donation and collection campaigns were again carried out at the terminals in 2012. They collected money for children and young people living in orphanages and social welfare centers. A festival was also held at Varna Airport to celebrate the International Day of the Child. The Fraport subsidiary also distributed gifts to children at orphanages in Varna and Burgas on this day. Employees of FTSAM also participated in blood donation campaigns.

### Aircraft noise monitoring

Since 2012 and 2010 respectively FTSAM has been operating a dedicated aircraft noise monitoring system at both Bulgarian airports in Varna and Burgas. The four stationary measuring stations are within the modeled aircraft noise contours of 60 to 65 dB(A) all round the two cities. The sites were selected in consultation with the local authorities and set up in accordance with the guidelines of the *International Civil Aviation Organization (ICAO)*. The stations are equipped with the most advanced microphone technology and record the noise levels occurring. The measured results are updated every 0.5 to 1 second and documented in a database. Since 2012, the two monitoring systems have also been combined with the radar data from Bulgarian air traffic control.

Monthly, quarterly and annual reports are sent to the regional environmental supervisory authorities, the local municipal authorities, and the national government environmental agency.

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## Glossary

Term	Explanation
ACI Europe	ACI umbrella organization for the European airport operators.
Airfreight substitute transport	Transport of airfreight cargo on land routes, usually by truck. The airfreight substitute can help to equalize freight capacities and avoid bottlenecks at major airports.
Airport Carbon Accreditation	ACA is a program of ACI Europe which assesses the measures taken by European airports to manage and reduce their CO <sub>2</sub> emissions.
Airport charges	Charges levied by airport operators and approved by government agencies which airlines pay to airports in the form of take-off and landing fees, slot fees, passenger and security fees.
Airport Collaborative Decision Making procedure (A-CDM)	A procedure initiated by the EU with the aim of improving the operational efficiency of airports and linking them up within the European Air Traffic Management Network.
Airports Council International (ACI)	The international association of airports based in Geneva, Switzerland, founded in 1991. It has more than 1,650 member airports worldwide and 400 of these are in ACI Europe.
All-body scanner	The three "all-body scanners" installed at Frankfurt Airport display potential suspicious objectives on a neutral pictogram. The scanning technology used is similar to the distance sensor used with parking assistance systems in cars.
Auxiliary Power Units (APU)	Units that are used to provide electricity for the power supply and air-conditioning on the ground when the main engines are switched off. The APU is primarily used to start the main engines.
Biodiversity	The variety of living creatures, organisms and plants on earth. Science distinguishes between four aspects of diversity: genetic diversity, species diversity, diversity of habitats, and diversity of biological interactions.
Cafeteria System	Model for participation of staff members in the success of the company. Various non-cash benefits are available for selection.
Catchment Area	Provides information on the regional area from which airports generate originating passengers and visitors.
CO <sub>2</sub>	Carbon dioxide is a chemical compound made of carbon and oxygen.
CO <sub>2</sub> Footprint	The CO <sub>2</sub> Footprint is a measure for the total amount of carbon dioxide emissions which are caused directly and indirectly by an activity or which are generated over the life stages of a product. The Greenhouse Gas Protocol forms the basis for this calculation.
Compliance	According to the interpretation of the German Corporate Governance Code, compliance relates to conformity with laws and internal rules. Corporate compliance is interpreted to mean maintaining conduct within a company in conformity with the laws and rules by means of a Compliance Management System. Preventive, organizational measures are intended to minimize the liability risk for the company, its management bodies and each individual employee.

COSO II	The COSO Enterprise Risk Management Framework (COSO II) is a model for qualitative improvement of financial reporting through ethical actions, effective internal checks and balances, and good corporate governance. It is used for the establishment and assessment of risk management and internal control systems. COSO II was developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 1985, a voluntary private organization based in the USA.
Countries of Concern	According to the definition of FTSE4Good Ratings, a list of countries with the biggest risks relating to the abuse of human rights. This list is drawn up periodically by the EIRIS rating agency.
Critical parts	Critical parts are parts of the security zone in the airport, such as the apron or the gate areas inside the airport, where people are screened at entry check points.
Diversity	Variety among the employees of a company in relation to gender, ethnic origin, nationality, age, religious affiliation, beliefs, physical impairment and sexual orientation.
Dow Jones Sustainability Index (DJSI)	This important index for sustainability only lists companies which act as an exemplary role model for their sustainable corporate governance in accordance with the criteria of economy, ecology and commitment in the social and cultural sphere.
EMAS	The Eco Management and Audit Scheme is a system developed by the European Union for voluntary environmental management and environmental performance. This is an instrument for companies and organizations who want to continuously improve their environmental performance.
Emission Trading Scheme (ETS)	An instrument of the European Union (EU) that contributes to reducing the emission of greenhouse gases in the EU efficiently, cost-effectively and economically.
Environmental and Neighborhood House	Umwelt- und Nachbarschaftshaus. Information center which manages the affairs of the "Forum Airport and Region" (FFR) with the aim of continuously improving communication and cooperation between Frankfurt Airport, its users and the local residents.
EUROCONTROL	An international organization with the task of coordinating air traffic in Europe centrally. The aim is to develop a maximally efficient air traffic control system in Europe.
Federal Association of the German Air Transport Industry	Bundesverband der Deutschen Luftverkehrswirtschaft (BDL) is an umbrella association of the German aviation industry and lobbyist, representing the interests of the industry to politicians, media and the general public. Members of the association include airlines, airports, the German Air Navigation Services (DFS), associations and service providers in the aviation industry.
Forum Airport and Region	Forum Flughafen und Region (FFR). This forum addresses issues connected with the expansion of Frankfurt Airport, the air-traffic industry and the development of noise. The objective is to engage in establishing a constructive dialog with the region about the development of the airport.
Fraport Academy	Training institution of Fraport AG which provides targeted and needs-based career development and promotion for technical staff and managers.
Fraport College	Training institution of Fraport AG which ensures that the needs of the next generation of employees are met during their basic vocational



	training and for the retention and expansion of skills which enable them to climb the career ladder.
FraSec	FraSec Fraport Security Services GmbH. A subsidiary of Fraport AG which provides safety, security and other services for passengers, personnel and airlines at Frankfurt Airport and Frankfurt Hahn Airport.
FTSE4Good	One of the most important sustainability indexes, launched by the Financial Times and the London Stock Exchange in 2001. Companies are listed in this index if they demonstrate above-average performance in the fields of human rights, social standards and environmental protection and continually improve their performance.
General Equal Opportunities Act	Allgemeines Gleichbehandlungsgesetz (AGG). An act to remove or prevent any disadvantages on account of race, ethnic origin, gender, religion or beliefs, disablement, age or sexual orientation.
Geothermy	Use of geothermal power (natural heat of the earth) to generate energy.
German Sustainability Building Council	Deutsche Gesellschaft für nachhaltiges Bauen (DGNB). The mission of this council is to develop and promote initiatives and solutions for sustainable construction, use and planning of buildings.
Germany Energy Saving Directive	Energie-Einspar-Verordnung (EnEV). This directive is part of German building legislation and defines standards for property developers relating to energy-saving heat insulation and energy-saving system technology in buildings. The last amendment came into force on 1 October 2009.
Greenhouse Gas (GHG) Protocol und Scopes	The Greenhouse Gas Protocol develops internationally recognized reporting standards for reporting greenhouse gas emissions generated by companies. The emissions are classified into three so-called "Scopes" on the basis of their origin.
Hub	A "hub-and-spoke" system connecting up different modes of transport. A "hub" in air transport is a "transfer airport" or a center in the network of an airline company or alliance of companies.
IATA	The "International Air Transport Association" is the industry trade association for the world's airlines, representing some 240 airlines or 84% of total air traffic.
International Civil Aviation Organization (ICAO)	A special body of the United Nations. It is charged with establishing uniform standards for international aviation safety, security, continuity and efficiency, and developing them on an ongoing basis.
ISO 9001	The ISO 9001 standard defines specifications for a quality management system which can be used for internal applications by organizations or for certification or contractual purposes. ISO 9001 is directed toward promoting the effectiveness of the quality management system in fulfilling customers' requirements.
IZOP Institute for Advanced Teacher Training	Institute based in Aachen which focuses on media education in schools.
Life Cycle Costing (LCC)	Tool for controlling the processes and costs involved in planning, constructing, operating and maintaining buildings over their entire life cycle.
Minimum Connecting Time	Parameter used with transfers to connecting flights which specifies the minimum time between the landing of a flight to the start of the connecting flight for a passenger to be able to connect with this flight.

Mixed work	Mixed work describes rotation of employees between workplaces involving different tasks. This concept is primarily used in operating business units.
Moderated knowledge transfer	Transfer of implicit (experience-based) knowledge. This knowledge is recorded in moderated meetings and made available to successors in a structured and visually appealing presentation.
NGO	Non-Governmental Organizations are interest groups made up of individuals and lobby groups which often lobby about environmental and social issues.
Noise abatement zones	Noise abatement zones are areas defined around airports on the basis of the Aircraft Noise Abatement Act (FluLärmG). They include day protection zones 1 and 2, and the night protection zone. The classification is defined in accordance with a modified equivalent continuous sound level (Leq).
NORAH	Noise-Related Annoyance, Cognition, and Health. Study looking into the effects of noise from aircraft, rail and road traffic on the health and quality of life of the impacted residential population.
OHSAS 18001	Internationally recognized specification for occupational health and safety management systems. This is compatible with ISO 9001 and ISO 14001, and supports the company in efficiently fulfilling its commitments to occupational health and safety in the workplace.
Ombudswoman	The key function of the ombudswoman (external lawyer) is to receive confidentially any information about criminal activities relating to the company and inadmissible business practices to the detriment of the company. The ombudswoman provides an additional contact partner outside the company for a whistleblower, who would not necessarily like to take his or her concerns to the in-house offices responsible for such matters. The ombudswoman is committed to the attorney client privilege and therefore has an obligation to confidentiality.
Photovoltaics	Direct conversion of radiation energy, primarily solar energy, into electrical energy. Photovoltaic cells are used to generate electricity and are found mainly on roofs, at parking meters, in pocket calculators, at noise abatement walls or in open spaces.
Population equivalent	Represents the amount of oxygen required by the wastewater produced by one person in one day (measured as the BOD or Biochemical Oxygen Demand).
Preconditioned Air (PCA)	Stationary air-conditioning for aircraft in the parking position allows the aircraft's own Auxiliary Power Units to be switched off and avoid the impact of noise and airborne pollutants.
Punctuality rate	Percentage share of punctual departures and arrivals of all air traffic.
Ranking and favorability principle	Within a legal stage, the more specific regulation takes precedence before the more general provision and a more recent regulation replaces the older regulation, if the same legal issue is involved.
Safety Management System (SMS)	Setting up a Safety Management System (SMS) is mandatory in civil aviation. The SMS is intended to ensure that the overall safety level of an airport is continuously improved.
Single European Sky (SES)	Initiative launched by the EU to create a uniform European airspace. The aim is to reduce the divisive effects of national borders and interests and to standardize traffic flows, air-traffic controller licenses, and technology.

Stakeholders	Persons or groups who are directly or indirectly affected by the activities of a company and are able to exert an influence on the activities of the company.
UN Global Compact	Initiative of the UN with the aim of structuring globalization to be more ecological and social. Participating companies make a commitment to firmly establish the ten principles of the Global Compact in their actions.



## Indicators

### Data collection

The financial performance indicators in this report correspond with the data provided in the [Annual Report 2012](#). Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2012 in accordance with the principles of the [International Accounting Standards Board \(IASB\)](#).

Data on the development of personnel figures are recorded and evaluated using standardized personnel software solutions. The circle of consolidated Group companies is reconciled to the financial data for purposes of determining the Group personnel indicators. Accordingly, we include the parent company Fraport AG and all the affiliated companies in full, and joint-venture companies are included on a proportionate basis; minority holdings are not included in the calculation of the Group personnel data.

The environmental data for the Group are collected at the Fraport parent company, the fully consolidated subsidiaries exerting material environmental impacts at the Fraport site, and the significant Group airports (2008: Hahn, [Varna and Burgas](#), [Lima](#) and [Antalya](#); from 2009: Varna, Burgas, Lima, Antalya). The data for the circle of consolidated companies deviating from this in the years between 2008 and 2011 were not adjusted retrospectively.

Analogous to the survey method for financial and personnel data, the environmental indicators at Group level were also determined for 2012 using an SAP-based application. The same method of calculation was used for environmental data in 2012 as for finance and personnel figures. Details of any different survey methods are indicated in individual cases.

The environmental data is systematically surveyed at the Frankfurt site in conformity with EMAS-VO and DIN EN ISO 14001 and are subject to external verification by an accredited environmental auditor. The Lima and Antalya airports are also certified in conformity with ISO 14001.

The reporting data is calculated using the standard methods, calculations and estimates we believe to be appropriate and as used in standard business practice. It is not possible to exclude the possibility of individual GRI indicators being associated with some degree of uncertainty. An overview of all indicators is provided in our accounting.

## Financials

### Aspect: Economic performance

#### EC1 Directly generated and distributed economic value



<b>Revenue and earnings</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group</b>						
<b>Income statement</b>						
Revenue	€ million	2,101.6	2,010.3	2,194.6	2,371.2	2,442.0
Change in work-in-progress	€ million	0.4	0.9	0.4	0.4	0.5
Other internal work capitalized	€ million	33.8	39.1	36.9	40.3	44.0
Other operating income	€ million	66.1	45.3	52.1	40.9	62.7
<b>Total revenue</b>	€ million	<b>2,201.9</b>	<b>2,095.6</b>	<b>2,284.0</b>	<b>2,452.8</b>	<b>2,549.2</b>
Cost of materials	€ million	- 471.1	- 471.6	- 491.1	-541.1	-558.1
Personnel expenses	€ million	- 925.6	- 866.9	-880.4	-906.3	-947.8
Other operating expenses	€ million	- 204.5	- 187.4	- 201.9	-203.1	-192.6
<b>Earnings Before Interest, Taxes, Depreciation and Amortization(EBITDA)</b>	€ million	<b>600.7</b>	<b>569.7</b>	<b>710.6</b>	<b>802.3</b>	<b>850.7</b>
Depreciation and amortization	€ million	- 241.5	- 268.8	- 279.7	-305.7	-352.7
<b>Operating result (EBIT)</b>	€ million	<b>359.2</b>	<b>300.9</b>	<b>430.9</b>	<b>496.6</b>	<b>498.0</b>
Financial result	€ million	- 61.8	- 106.4	- 152.2	-149.3	-131.9
<b>Result from ordinary operations (EBT)</b>	€ million	<b>297.4</b>	<b>194.5</b>	<b>278.7</b>	<b>347.3</b>	<b>366.1</b>
Taxes on income	€ million	- 100.5	- 42.5	- 7.2	-96.5	-114.5
<b>Group result</b>	€ million	<b>196.9</b>	<b>152.0</b>	<b>271.5</b>	<b>250.8</b>	<b>251.6</b>
Profit attributable to minority interests	€ million	7.2	5.6	8.6	10.4	13.3
<b>Profit attributable to equity holders of Fraport AG</b>	€ million	<b>189.7</b>	<b>146.4</b>	<b>262.9</b>	<b>240.4</b>	<b>238.3</b>
<b>Segments share</b>						
Revenue						
Aviation	Share in Group revenue in %	33.9	34.1	31.6	32.7	33.7
Retail & Real Estate	Share in Group revenue in %	17.6	18.0	18.4	18.8	18.5
Ground Handling	Share in Group revenue in %	30.6	30.8	30.0	27.6	26.6
External Activities & Services	Share in Group revenue in %	17.9	17.1	20.0	20.9	21.2

Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)						
Aviation	Share in Group EBITDA in %	26.9	20.6	18.5	23.4	23.5
Retail & Real Estate	Share in Group EBITDA in %	47.7	49.6	41.5	38.1	39.3
Ground Handling	Share in Group EBITDA in %	8.7	2.5	6.2	6.8	5.1
External Activities & Services	Share in Group EBITDA in %	16.7	27.3	33.8	31.7	32.1
<b>Operating result (EBIT)</b>						
Aviation	Share in Group EBIT in %	25.8	13.7	13.1	19.4	15.6
Retail & Real Estate	Share in Group EBIT in %	63.5	74.8	52.9	46.7	50.5
Ground Handling	Share in Group EBIT in %	5.2	- 13.3	2.5	4.1	0.9
External Activities & Services	Share in Group EBIT in %	5.5	24.8	31.5	29.8	33.0

<b>Cash flow and investments</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group</b>						
Operativer Cash flow	€ million	492.5	426.5	567.5	618.8	553.0
Capital expenditure	€ million	759.7	1,438.3	1,033.9	1,440.2	1,059.7
Free Cash flow	€ million	- 370.7	- 711.4	-291.1	-350.1	-162.4

<b>Statement of financial position</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group</b>						
Shareholders' equity	€ million	2,568.2	2,557.8	2,739.3	2,850.8	2,945.5
Liabilities	€ million	4,010.2	6,307.4	6,431.2	6,373.6	6,695.1
Fraport assets	€ million	3,419.1	3,820.2	4,019.7	4,447.3	5,152.3

<b>Profitability</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group</b>						
Return on revenue	EBT in % of revenue	14.2	9.7	12.7	14.6	15.0
EBITDA margin	EBT in % of revenue	28.6	28.3	32.4	33.8	34.8
EBIT margin	EBT in % of revenue	17.1	15.0	19.6	20.9	20.4
Return on Fraport assets (ROFRA)	EBIT in % of Fraport assets	10.5	7.9	10.7	11.2	9.7



<b>Value added statement</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group<sup>1</sup></b>						
<b>Generation of value added</b>						
Corporate performance	€ million	2,201.9	2,095.6	2,284.0	2,452.8	2,549.2
Advance payments	€ million	- 601.9	- 609.8	- 644.7	-687.7	-642.0
Cost of materials	€ million	- 471.1	- 471.6	- 491.1	-541.1	-558.1
Other expenses	€ million	- 130.8	- 138.2	- 153.6	-146.6	-83.9
<b>Gross value added</b>	€ million	1,600.0	1,485.8	1,639.3	1,765.1	1,907.2
Depreciation and amortization	€ million	- 241.5	- 268.8	- 279.7	-305.7	-352.7
<b>Net value added</b>	€ million	1,358.5	1,217.0	1,359.6	1,459.4	1,554.5
<b>Distribution of value added according to stakeholder group</b>						
Employees (wages, salaries, social security deductions)	€ million	925.6	866.9	880.4	906.3	947.8
Lenders (interest expense)	€ million	120.2	140.3	182.5	191.7	226.7
State (deductions, taxes)	€ million	107.8	49.1	16.4	102.0	120.3
Expenses for the community (donations, sponsoring, etc.) <sup>2</sup>	€ million	8.0	8.7	8.8	8.6	8.1
Shareholders (dividends) <sup>3</sup>	€ million	105.6	106.2	115.6	115.4	115.5
Profit attributable to minority shareholders	€ million	7.2	5.6	8.6	10.4	13.3
Company (retained earnings)	€ million	84.1	40.2	147.3	125.0	122.8

<sup>1</sup> The figures are not presented separately by countries, regions or specific markets, because the Group sites other than Frankfurt should not be regarded as significant in relation to their share in the total workforce (90 % of the Group employees work at the Frankfurt site) but also in regard to their total income, costs and payments.

<sup>2</sup> Value for 2009 is adjusted.

<sup>3</sup> Proposed dividend (2012)

### EC3 Scope of company's social benefits



<b>EC3 Scope of company's social benefits</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Social security and welfare expenses	€ million	138.0	127.0	133.0	134.3	137.1
Pension expenses	€ million	33.3	40.0	39.9	39.9	48.3

### EC4 Significant financial government grants and subsidies



<b>EC4 Significant financial government grants and subsidies</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Subsidies received	€ million	0	0	0	0	0

## Aspect: Market presence

### AO1 Passengers



<b>AO1 Passengers</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group (airports)<sup>1, 4, 5, 6</sup></b>						
<b>Passengers (total)</b>	Mio	-	-	-	40.20	41.85
Arriving passengers (total) <sup>7</sup>	Mio	-	-	-	20.31	20.60
Departing passengers (total) <sup>7</sup>	Mio	-	-	-	19.88	20.03
<b>Domestic passengers</b>	Mio	-	-	-	10.33	11.64
Arriving passengers (domestic)	Mio	-	-	-	5.30	6.01
Departing passengers (domestic)	Mio	-	-	-	5.04	5.63
<b>International passengers</b>	Mio	-	-	-	29.86	29.02
Arriving passengers (international) <sup>8</sup>	Mio	-	-	-	15.02	14.59
Departing passengers (international) <sup>8</sup>	Mio	-	-	-	14.84	14.40
<b>Frankfurt Airport <sup>6</sup></b>						
<b>Passengers (total)<sup>2</sup></b>	Mio	53.47	50.94	53.01	56.44	57.53
Arriving passengers (total)	Mio	26.69	25.39	26.45	28.25	28.75
Departing passengers (total)	Mio	26.55	25.23	26.27	28.05	28.53
<b>Domestic passengers</b>	Mio	6.53	6.07	6.40	6.82	6.53
Arriving passengers (domestic)	Mio	3.33	3.11	3.29	3.43	3.28
Departing passengers (domestic)	Mio	3.20	2.99	3.11	3.39	3.24
<b>International passengers</b>	Mio	46.71	44.52	46.31	49.48	50.75
Arriving passengers (international) <sup>8</sup>	Mio	23.36	22.29	23.16	24.82	25.46
Departing passengers (international) <sup>8</sup>	Mio	23.35	22.24	23.15	24.66	25.29
Local passengers	Mio	53.24	50.62	52.71	56.30	57.28
Connecting passengers <sup>3</sup>	in % of local passengers	52.40	52.40	51.70	54.30	55.00
Transit passengers	Mio	0.23	0.32	0.30	0.14	0.25

<sup>1</sup> For reasons of materiality the data are only presented for the Group airports with majority holdings (Varna, Burgas, Lima, Antalya).

<sup>2</sup> Commercial and non-commercial traffic (in + out + transit). Note: Only commercial traffic is reported in the Annual Report.

<sup>3</sup> These data are based on the Fraport Monitor, an extrapolation based on frequent flyer surveys. Exact data for the total number of passengers is not therefore possible.

<sup>4</sup> Data are only collected from 2011.

<sup>5</sup> The Group airports were not able to provide data for local, connecting and transit passengers. We want to provide data on these issues over the medium term.

<sup>6</sup> Rounding differences are possible.

<sup>7</sup> Without connecting and transit passengers.

<sup>8</sup> Without transit passengers.

## AO2 Aircraft movements



<b>AO2 Aircraft movements</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group (airports)<sup>1, 4</sup></b>						
Aircraft movements (in + out)	Number of movements	-	-	-	329,168	337,174
Day (in + out) <sup>5</sup>	Number of movements	-	-	-	109,594	118,003
Night (in + out) <sup>5</sup>	Number of movements	-	-	-	55,967	59,918
Commercial passenger flights	Number of movements	-	-	-	309,441	316,801
domestic	Number of movements	-	-	-	108,219	116,432
international	Number of movements	-	-	-	201,192	200,369
Commercial cargo flights <sup>6</sup>	Number of movements	-	-	-	5,403	5,378
domestic	Number of movements	-	-	-	2,114	2,630
international	Number of movements	-	-	-	3,289	2,748
General aviation flights <sup>6</sup> and other aircraft movements	Number of movements	-	-	-	8,851	9,237
domestic	Number of movements	-	-	-	4,642	4,799
international	Number of movements	-	-	-	4,209	4,438
State aviation flights <sup>6</sup>	Number of movements	-	-	-	5,503	5,840
domestic	Number of movements	-	-	-	5,472	5,785
international	Number of movements	-	-	-	31	55
<b>Frankfurt Airport</b>						
Aircraft movements (in + out)	Number of movements	485,783	463,111	464,432	487,162	482,242
Day (in + out) <sup>2</sup>	Number of movements	437,260	419,883	418,544	441,220	445,390
Night (in + out) <sup>2</sup>	Number of movements	17,227	15,158	17,014	14,611	1,254
Aircraft movements (05:00 – 05:59)	Number of movements	10,668	9,817	10,178	11,365	14,120
Aircraft movements (22:00 – 22:59)	Number of movements	20,628	18,253	18,696	19,966	21,478

Commercial passenger flights	Number of movements	449,042	430,778	429,704	453,766	450,252
domestic	Number of movements	66,238	64,752	66,426	72,265	67,498
international	Number of movements	382,804	366,026	363,278	381,501	382,754
Commercial cargo flights	Number of movements	24,795	21,583	23,524	23,347	21,202
domestic	Number of movements	2,358	2,028	1,370	1,575	1,617
international	Number of movements	22,437	19,545	22,154	21,772	19,585
General Aviation Flights and other aircraft movements <sup>3</sup>	Number of movements	11,946	10,750	11,204	10,049	10,788
domestic	Number of movements	5,117	4,612	4,355	4,011	3,870
international	Number of movements	6,829	6,138	6,849	6,038	6,918

<sup>1</sup> For reasons of materiality the data are only presented for the Group airports with majority holdings (Varna, Burgas, Lima, Antalya).

<sup>2</sup> Day (06:00 – 21:59), night mediation (23:00 – 04:59).

<sup>3</sup> These data include state aviation flights.

<sup>4</sup> Data are only collected from 2011.

<sup>5</sup> The aircraft movements per day and night were not be collected for Antalya Airport.

<sup>6</sup> The data were not collected for Antalya Airport.

## AO3 Cargo tonnage



<b>AO3 Cargo tonnage</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Group (airports)<sup>1, 2, 3, 5, 6</sup></b>						
Cargo tonnage <sup>4</sup>	million tons	-	-	-	0.29	0.30
Arriving cargo t	million tons	-	-	-	0.09	0.09
Cargo flights	million tons	-	-	-	0.04	0.04
Cargo on passenger flights (belly cargo)	million tons	-	-	-	0.05	0.06
Departing cargo tonnage	million tons	-	-	-	0.21	0.20
Cargo flights	million tons	-	-	-	0.09	0.09
Cargo on passenger flights (belly cargo)	million tons	-	-	-	0.11	0.11
<b>Frankfurt Airport<sup>2, 6</sup></b>						
Cargo tonnage (in + out + transit)	million tons	2.13	1.92	2.31	2.25	2.10
Airfreight (in + out + transit)	million tons	2.04	1.84	2.23	2.17	2.02
Airmail (in + out + transit)	million tons	0.09	0.08	0.08	0.08	0.08
Arriving cargo tonnage	million tons	1.07	0.94	1.10	1.02	0.94
Cargo flights	million tons	0.64	0.54	0.67	0.62	0.56

Cargo on passenger flights (belly cargo)	million tons	0.43	0.40	0.43	0.40	0.38
Departing cargo tonnage	million tons	1.04	0.95	1.18	1.20	1.12
Cargo flights	million tons	0.58	0.50	0.68	0.69	0.64
Cargo on passenger flights (belly cargo)	million tons	0.46	0.45	0.50	0.50	0.48

<sup>1</sup> For reasons of materiality the data are only presented for the Group airports with majority holdings (Varna, Burgas, Lima, Antalya).

<sup>2</sup> Commercial and non-commercial traffic (in+out+transit). Note: Only commercial traffic is reported in the Annual Report.

<sup>3</sup> These data were not collected for Antalya Airport.

<sup>4</sup> A breakdown of the cargo volume by airfreight and airmail was not possible for the Group airports.

<sup>5</sup> Data are only collected from 2011.

<sup>6</sup> Rounding differences are possible.

## Aspect: Direct economic effects

### EC8 Social commitment



<b>EC8 Social commitment</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Fraport AG						
<b>Social commitment<sup>1</sup></b>	€ million	8.0	8.7	8.8	8.6	8.1
Sponsoring <sup>1</sup>	€ million	5.6	5.8	5.7	5.4	4.9
Environment fund	€ million	1.5	2.0	2.0	2.0	2.0
Donations	€ million	0.9	0.9	1.2	1.2	1.2

<sup>1</sup> Value for 2009 is adjusted.



## Environment

The circle of consolidated companies "Group" includes the Fraport parent company, the fully consolidated subsidiaries at the Frankfurt site with relevant environmental impacts and the major Group airports in Varna, Burgas, Lima, Antalya and Hahn (only 2008).

Rounding differences are possible.

Validated indicators audited by an external environmental auditor in conformity with EMAS are highlighted in color.

## Aspect: Energy

### EN3 Direct energy consumption



EN3 Direct energy consumption	Unit	2008	2009	2010	2011	2012*
<b>Group</b>						
Purchased direct energy sources	TJ	610.04	536.86	614.08	689.6	569.6
of which renewable energy sources	%	<< 1	<< 1	<< 1	<< 1	<< 1
of which non-renewable energy sources	%	100	100	100	100	100
Purchased direct non-renewable energy source <sup>1</sup>	TJ per million traffic units	5.9	5.7	5.4	5.9	5.3
Natural gas	TJ	30.0	14.5	13.9	13.6	11.1
Liquid gas (LPG)	TJ	11.3	9.4	11.5	8.3	10.5
Liquid gas (LNG) <sup>2</sup>	TJ	4.3	18.8	25.1	136.2	20.2
Biogas	TJ	0.2	0.2	0.2	0.0	0.0
Heating oil	TJ	114.1	78.4	98.2	97.3	96.1
Heating oil	million liters	3.161	2.172	2.720	2.694	2.663



Diesel <sup>3</sup>	TJ	424.8	393.6	439.6	409.4	405.4
Diesel <sup>3</sup>	million liters	11.932	11.055	12.349	11.500	11.386
Gasoline <sup>3</sup>	TJ	25.3	22.0	23.2	22.2	23.6
Gasoline <sup>3</sup>	million liters	0.781	0.678	0.717	0.686	0.730
Kerosene (Jet A1)	TJ	0	0.25	2.56	2.56	2.64
Kerosene (Jet A1)	million liters	0	0.007	0.074	0.074	0.076
<b>Fraport parent company</b>						
Purchased direct energy sources	TJ	468.00	461.48	523.04	499.67	501.03
of which renewable energy sources	%	<< 1	<< 1	<< 1	<< 1	<< 1
of which non-renewable energy sources	%	100	100	100	100	100
Purchased direct non-renewable energy sources <sup>1</sup>	TJ per million traffic units	6.3	6.6	6.9	6.4	6.4
Natural gas	TJ	8.6	8.2	8.4	7.7	7.5
Liquid gas (LPG)	TJ	10.39	8.39	10.50	7.19	9.15
Biogas	TJ	0.20	0.20	0.20	0.0	0.0
Heating oil	TJ	62.2	62.7	85.8	84.04	84.17
Heating oil	million liters	1.722	1.737	2.377	2.328	2.332
Diesel <sup>3, 4</sup>	TJ	369.4	363.0	395.5	378.3	376.2
Diesel <sup>3, 4</sup>	million liters	10.375	10.196	11.109	10.626	10.567
Gasoline <sup>3, 4</sup>	TJ	17.4	18.7	20.1	19.9	21.3
Gasoline <sup>3, 4</sup>	million liters	0.536	0.578	0.620	0.615	0.659
Kerosene (Jet A1)	TJ	0	0.25	2.56	2.56	2.64
Kerosene (Jet A1)	million liters	0	0.007	0.074	0.074	0.076

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous year are not adjusted.

<sup>1</sup> A traffic unit is equivalent to one passenger with baggage or 100 kg of airfreight or airmail.

<sup>2</sup> Since 2011, energy in the form of liquid gas has been supplied at Antalya from a heating power station. In 2012, the amount of energy generated by Antalya Airport decreased, the proportionate inclusion of joint-venture companies also exerted an effect.

<sup>3</sup> Fuel consumption of mobile work machines and automobiles on the apron and roadways.

<sup>4</sup> The fuel consumption for private use of company cars is not taken into account.

## EN4 Indirect energy consumption



EN4 Indirect energy consumption	Unit	2008	2009	2010	2011	2012*
<b>Group</b>						
Purchased energy <sup>1</sup>	TJ	2,578.2	2,618.0	2,843.5	2,558.1	2,677.2
Purchased energy <sup>1, 2</sup>	TJ per million traffic units	25.1	27.7	24.9	21.0	25.1
Electricity <sup>1, 3</sup>	TJ	1,408.8	1,472.9	1,534.1	1,459.0	1,510.8
Electricity <sup>1, 3</sup>	million KWh	391.3	409.1	426.2	405.3	419.7

District heating <sup>1, 3</sup>	TJ	745.9	740.1	878.2	673.0	759.4
District heating <sup>1, 3</sup>	million KWh	207.2	205.6	244.0	186.9	210.9
District cooling <sup>1, 3</sup>	TJ	423.5	405.3	431.2	426.1	407.0
District cooling <sup>1, 2, 3</sup>	million KWh	117.7	112.7	119.8	118.4	113.1
<b>Fraport parent company</b>						
Purchased energy <sup>1, 3</sup>	TJ	2,248.4	2,305.1	2,509.8	2,271.7	2,400.6
Purchased energy <sup>1, 2</sup>	TJ per million traffic units	30.2	33.2	33.3	29.0	30.8
Electricity <sup>1, 3</sup>	TJ	1,137.1	1,179.9	1,226.4	1,193.2	1,256.5
Electricity <sup>1, 3</sup>	million KWh	315.9	327.8	340.7	331.5	349.0
of which renewable energy sources <sup>3</sup>	%	24	25	19	24	24
of which non-renewable energy sources <sup>4</sup>	%	76	75	81	76	76
District heating <sup>1, 3</sup>	TJ	711.8	719.9	852.2	652.3	737.2
District heating <sup>1, 3</sup>	million KWh	197.7	200.0	236.7	181.2	204.8
District cooling <sup>1, 3</sup>	TJ	399.5	405.3	431.2	426.1	407.0
District cooling <sup>1, 3</sup>	million KWh	111.1	112.7	119.8	118.4	113.1

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> All data including technical losses.

<sup>2</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>3</sup> The proportion of renewable energies can only be specified for Fraport AG.

<sup>4</sup> RECS certificates ("Renewable Energy Certificates System") from hydropower were purchased for the appropriate quantity of CO2 emissions.

## EN5 Energy savings as a result of environmentally conscious use and efficiency enhancement



<b>Energy savings as a result of environmentally conscious use and efficiency enhancement</b>	Unit	2008	2009	2010	2011	2012
<b>Fraport parent company</b>						
<sup>1, 2, 3</sup>						
	million KWh	0	0.57	2.44	8.03	14.84

<sup>1</sup> Based on the year 2008, effects from the year 2008, to the extent effective in subsequent years.

<sup>2</sup> Calculation of energy which could be saved for reasons of improved procedures, replacement and upgrading of systems and equipment, and modified employee behavior.

Covered in the Sustainability Report 2012 on page 23ff. "Climate protection". Value for 2012 is preliminary, other savings are determined.

<sup>3</sup> Calculated values

## Aspect: Water

### EN8 Total water consumption



<b>EN8 Total water consumption</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>
<b>Group</b>						
Total water consumption	million m <sup>3</sup>	<b>2.017</b>	<b>1.824</b>	<b>2.286</b>	<b>2.363</b>	<b>2.114</b>
Total water consumption <sup>1, 2</sup>	Liters per traffic unit	<b>19.6</b>	<b>19.3</b>	<b>20.0</b>	<b>19.4</b>	<b>19.8</b>
Drinking water <sup>2</sup>	million m <sup>3</sup>	1.581	1.343	1.481	1.462	1.597
Service water <sup>3</sup>	million m <sup>3</sup>	0.436	0.480	0.805	0.901	0.516
<b>Fraport parent company</b>						
Total water consumption <sup>1</sup>	million m <sup>3</sup>	<b>1,445</b>	<b>1,000</b>	<b>1,184</b>	<b>1,174</b>	<b>1,181</b>
Total water consumption <sup>2</sup>	Liters per traffic unit	<b>15.4</b>	<b>14.4</b>	<b>15.7</b>	<b>15.0</b>	<b>15.2</b>
Drinking water <sup>3</sup>	million m <sup>3</sup>	0.988	0.833	0.905	0.884	0.951
Service water <sup>4</sup>	million m <sup>3</sup>	0.157	0.167	0.279	0.290	0.230

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> Total consumption for the airport minus consumption by third parties at the Frankfurt Airport site

<sup>2</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>3</sup> From the municipal water supply.

<sup>4</sup> The service water consists of treated surface water, rainwater and ground water.

## AO4 Quality of precipitation water



<b>AO4 Quality of precipitation water</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fraport AG</b>						
Hydrocarbons <sup>1, 3</sup>	µg/l	0.1	0.2	0.3	0.1	0
Materials capable of being deposited <sup>1, 4</sup>	mg/l	0.1	0.3	0.2	0.4	0.8
<b>at Varna Airport</b>						
Hydrocarbons <sup>2</sup>	µg/l		-	-	<0.3	-
Materials capable of being deposited <sup>2</sup>	mg/l		-	-	19	-
<b>at Burgas Airport</b>						
Hydrocarbons <sup>2</sup>	µg/l		-	-	<0.3	-
Materials capable of being deposited <sup>2</sup>	mg/l		-	-	19	-

<sup>1</sup> A 2 h mixed sample is collected each month from the precipitation water channel at a sampling test station located shortly before the discharge point into the river Main. The value for hydrocarbons was calculated from twelve individual samples, the value for "deposable substances" from eleven individual samples.

<sup>2</sup> Data are only collected from 2011.

<sup>3</sup> In 11 samples of hydrocarbons in 2012, the value was <0.1 mg/l, in the case of one sample 0.1 mg/l.

<sup>4</sup> The increased values come from a sample taken in February 2012 with dead biomass from the precipitation water network itself.

## Aspect: Biodiversity

**EN11 Areas of land in or adjacent to conservation areas or areas with a high biodiversity value**

	Unit	
<b>Fraport parent company</b>		
<b>Frankfurt Airport<sup>1</sup></b>		
Distance from the airport		Adjacent to
Land area	ha	3,228.7
Biodiversity value <sup>2</sup>	Description	Five conservation areas under FFH Guideline
Distance from the airport		Adjacent to
Land area	ha	4,283
Biodiversity value <sup>2</sup>	Description	Two conservation areas under the Bird Directive of the EU
<b>Group</b>		
<b>Lima Airport</b>		
Distance from the airport	m	100
Biodiversity value <sup>2</sup>	Description	Peregrine falcons, migrating birds like seagulls, owls, etc.
<b>Burgas Airport<sup>1</sup></b>		
Distance from the airport	m	1,000
Land area	ha	1,074.5
Biodiversity value <sup>2</sup>	Description	Atanasovsko Lake is a “defensive area”

<sup>1</sup> Business facilities are relevant for the survey if they are located in a conservation area, are adjacent to or include conservation areas.

<sup>2</sup> The biodiversity value is determined by the quality attribute of the conservation area and the listed conservation status.

<b>Land use</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fraport AG at Frankfurt Airport</b>						
Owned land <sup>1</sup>	ha	1,907	1,907	1,914	2,240	2,245
of which surfaced area	ha	-	891	891	982	1,027
<b>Varna Airport</b>						
Owned land <sup>1</sup>	ha	-	-	-	-	223
<b>Burgas Airport</b>						
Owned land <sup>1</sup>	ha	-	-	-	-	253

<sup>1</sup> Continuous owned land.

**Aspect: Emissions, wastewater and waste**

<b>EN16 Greenhouse gas emissions</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>
<b>Group</b>						
CO2-emissions <sup>1, 2, 3</sup>	1.000 t CO2	<b>275.1</b>	<b>276.1</b>	<b>272.8</b>	<b>268.6</b>	<b>272.0</b>
direct CO2-emissions <sup>1, 3</sup>	1.000 t CO2	44.4	39.4	43.3	48.0	41.2
indirect CO2-emissions <sup>2, 3</sup>	1.000 t CO2	230.7	236.7	229.6	220.6	230.7
Climate intensity of traffic performance <sup>1, 2, 3, 4</sup>	kg CO2 per traffic unit	<b>2.68</b>	<b>2.92</b>	<b>2.39</b>	<b>2.21</b>	<b>2.55</b>
direct CO2-emissions <sup>1, 3</sup>	kg CO2 per traffic unit	0.43	0.42	0.38	0.39	0.39
indirect CO2-emissions <sup>2, 3</sup>	kg CO2 per traffic unit	2.25	2.50	2.01	1.81	2.17
Compensated CO2 emissions (certificates) <sup>3, 5</sup>	1.000 t CO2	133.2	133.2	144.1	149.5	154.7
<b>Fraport parent company</b>						
CO2-emissions <sup>1, 2, 3</sup>	1.000 t CO2	<b>212.5</b>	<b>234.2</b>	<b>229.6</b>	<b>225.6</b>	<b>239.7</b>
direct CO2-emissions <sup>1, 3</sup>	1.000 t CO2	34.4	33.9	38.5	36.5	36.9
indirect CO2-emissions <sup>2, 3</sup>	1.000 t CO2	178.1	200.3	191.2	189.1	202.8
Climate intensity of traffic performance <sup>1, 2, 3, 4</sup>	kg CO2 per traffic unit	<b>2.86</b>	<b>3.37</b>	<b>3.04</b>	<b>2.88</b>	<b>3.08</b>
direct CO2-emissions <sup>1, 3</sup>	kg CO2 per traffic unit	0.46	0.49	0.51	0.47	0.47
indirect CO2-emissions <sup>2, 3</sup>	kg CO2 per traffic unit	2.40	2.88	2.53	2.41	2.60
Compensated CO2 emissions (certificates) <sup>3, 5</sup>	1.000 t CO2	133.2	133.2	144.1	149.5	154.7
Other relevant greenhouse gas emission <sup>6</sup>	t CO2	< 2	<2	<2	<2	<2

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> Direct emissions in conformity with Scope 1 GHG Protocol Standard: fuels for vehicles, fuels for combustion plants, heating oil, natural gas, propane gas.

<sup>2</sup> Indirect emissions in conformity with Scope 2 of the GHG Protocol Standard: sourcing of electricity (Group), district heating, district cooling (Fraport at the Frankfurt site).

<sup>3</sup> Change compared with the Sustainability Report 2010 analogous to the Environmental Statement 2011 (change in values of Fraport AG).

<sup>4</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>5</sup> RECS certificates ([www.recs.org](http://www.recs.org)).

<sup>6</sup> According to the investigations carried out in 2005, the emissions of other greenhouse gases at the airport were negligible.

## EN17 Other greenhouse gas emissions



<b>EN17 Other greenhouse gas emissions</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fraport parent company</b>						

**(Scope 3 in conformity with GHG)**

Air traffic <sup>1</sup>	1.000 t CO2	902.3	863.5	895.8	939.4	<b>961.4</b>
Employee traffic at Fraport AG and third parties at the airport <sup>2</sup>	1.000 t CO2	116.2	125.5	122.3	120.1	<b>118.8</b>
Passenger traffic (passengers originating here) <sup>3, 5</sup>	1.000 t CO2	262.5	241.8	272.7	274.2	<b>245.7</b>
Business trips of employees at Fraport AG <sup>4</sup>	1.000 t CO2	1.00	0.90	0.95	0.97	<b>0.75</b>
Energy consumption of third parties (infrastructure and vehicles) <sup>5, 7</sup>	1.000 t CO2	160.2	163.1	159.1	181.8	<b>181.0</b>
Other relevant greenhouse gas emissions <sup>6</sup>	t CO2 equivalent	< 2	<2	<2	<2	<b>&lt;2</b>

<sup>1</sup> Air traffic up to 914 m (LTO cycle) of all aircraft landing and taking off at Frankfurt Airport.

<sup>2</sup> Travel by employees to and from the workplace.

<sup>3</sup> Travel to and from the airport by originating passengers, travel in private vehicles and public transport.

<sup>4</sup> Includes cars, rail and air travel.

<sup>5</sup> Updating for 2011.

<sup>6</sup> According to investigations carried out in 2005, the emissions of other greenhouse gases at the airport were negligible.

<sup>7</sup> Preliminary because some data from third parties is missing and therefore based on extrapolation.

## EN20 NO2, SO2 and other air pollutants



### EN20 NO2, SO2 and other air pollutants

	Unit	2008	2009	2010	2011	2012
<b>Fraport parent company</b>						
Fraport AG emits approx. per year						
NOx <sup>1</sup>	tons	-	-	-	-	-
Benzene <sup>1</sup>	tons	-	-	-	-	-
PM10 <sup>1</sup>	tons	-	-	-	-	-

<sup>1</sup> Fraport AG emits per year approximately 264 t NOx, 0.4 t benzene and 9.3 t PM10. These data are derived from the zoning plan documents. An annual update is not yet possible because determining the data is very complex. In future, the data are to be calculated on a continuous basis, the necessary processes are currently being prepared.

## EN21 Wastewater discharged



### EN21 Wastewater discharged

	Unit	2008	2009	2010	2011	2012*
<b>Group</b>						
Sewage water	million m³	2.208	2.025	2.322	2.174	<b>2.394</b>
Sewage water <sup>1</sup>	Liters per traffic unit	21.5	21.4	20.4	17.9	<b>22.5</b>
<b>Fraport parent company</b>						
Sewage water <sup>2, 3</sup>	million m³	1.548	1.351	1.590	1.581	<b>1.897</b>
Sewage water <sup>1, 3</sup>	Liters per traffic unit	20.8	19.4	21.1	20.2	<b>24.3</b>



\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>2</sup> Wastewater is treated in the fully biological water treatment plant at Fraport AG (11 % in 2012) and fully biological water treatment plants in Frankfurt-Niederrad (64 % in 2012) and Frankfurt-Sindlingen (25 % in 2012). The separation of the precipitation water contaminated with deicing agent brings about an increase in the amount of sewage water. The water contaminated with deicing agent has been conducted to the water treatment plants through the sewage water drainage network since 2012.

<sup>3</sup> Sewage water from Fraport AG and 580 other companies at Frankfurt Airport.

## EN22 Waste by type and disposal method



<b>EN22 Waste by type and disposal method</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>
<b>Group</b>						
Amount of waste <sup>1, 2</sup>	1,000 t	32.62	33.91	36.09	38.25	35.51
Amount of waste <sup>2, 3</sup>	kg per traffic unit	0.32	0.36	0.32	0.31	0.33
hazardous waste <sup>2</sup>	1,000 t	2.19	1.37	1.78	1.50	1.53
non-hazardous waste <sup>2</sup>	1,000 t	30.42	32.54	34.31	36.75	32.66
Total recoverability rate	in % of amount of waste	66.9	62.5	63.9	63.4	69.6
<b>Fraport parent company</b>						
Amount of waste <sup>2</sup>	1,000 t	24.11	22.27	23.54	23.97	24.63
Amount of waste <sup>2, 3, 4</sup>	kg per traffic unit	0.32	0.32	0.31	0.31	0.32
hazardous waste <sup>2</sup>	1,000 t	1.97	1.24	1.78	1.33	1.36
non-hazardous waste <sup>2</sup>	1,000 t	22.15	21.02	21.76	22.67	23.27
Total recoverability <sup>2, 5</sup>	1,000 t	20.02	19.04	19.83	19.94	20.90
Total recoverability rate <sup>2, 6</sup>	in % of amount of waste	83.0	85.5	84.3	83.1	84.9
Waste from international flights	1,000 t	6.66	5.73	5.83	6.11	6.04

\*From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> 64 % of waste is recycled, detailed disposal methods cannot be currently shown for all Group airports.

<sup>2</sup> Including waste from third parties, but excluding soil and building rubble.

<sup>3</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>4</sup> Correction compared with Sustainability Report 2010.

<sup>5</sup> According to Product Recycling and Waste Management Act, Appendix II B R 01, R 03, R 04, R 05, R 07, R 09, R 12, R 13 and voluntary returns (for batteries, solvents, cold cleaning agents, coolants).

<sup>6</sup> Change in definition on account of the new Product Recycling and Waste Management Act (KrWG) that came into force on 1 June 2012.

## EN23 Significant spills



<b>EN23 Significant spills</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fraport parent company<sup>1</sup></b>						
Total number and volume of significant spills						
Number of spills	Number	566	483	482	640	674

Volume of spills	m <sup>3</sup>	11.00	11.60	10.33	11.79	12.28
Frequency of spills	Number per 1,000 aircraft movements	1.17	1.04	1.04	1.31	1.40
Effects <sup>2</sup>		none	none	none	none	none

<sup>1</sup> Releases primarily by third parties.

<sup>2</sup> No environmental hazard because releases are generally on surfaced areas with comprehensive safety installations implemented downstream. Releases on unsurfaced areas are very rare exceptions, and are cleared up immediately.

## AO5 Air quality



AO5 Air quality	Unit	2008	2009	2010	2011	2012
<b>at Frankfurt Airport</b>						
NO2 <sup>1, 2, 3, 4</sup>	µg/m <sup>3</sup>	49	45	45	46	46
SO2 <sup>1, 2, 5</sup>	µg/m <sup>3</sup>	5	5	3	4	4
Fine dust, PM10 <sup>1, 2, 6</sup>	µg/m <sup>3</sup>	21	22	26	23	19
Benzol <sup>1, 2, 7, 8</sup>	µg/m <sup>3</sup>	0.9	1.0	0.8	0.9	0.8
<b>at Lima Airport</b>						
NO2 <sup>2, 9, 10</sup>	µg/m <sup>3</sup>	-	6.8	10.5	9.9	1.7
SO2 <sup>9</sup>	µg/m <sup>3</sup>	-	8.6	4.2	6.8	5.2
Fine dust, PM10 <sup>2, 9, 11</sup>	µg/m <sup>3</sup>	52.5	44.6	49.7	56.5	30.0
<b>at Varna Airport</b>						
NO2 <sup>9, 12</sup>	µg/m <sup>3</sup>	-	-	77.0	56.0	-
SO2 <sup>9, 12</sup>	µg/m <sup>3</sup>	-	-	0.0	0.0	-
<b>at Burgas Airport</b>						
NO2 <sup>9, 12</sup>	µg/m <sup>3</sup>	-	-	92.0	95.0	-
SO2 <sup>9, 12</sup>	µg/m <sup>3</sup>	-	-	20.3	20.5	-

<sup>1</sup> Annual average of the measured values at the SOMMI1 Station located at the airport site. These values presented the aggregated result of all emissions from different source groups, i.e. apart from pollutants contributed by the airport they also include emissions from third parties (road traffic, trade and industry, house fires, large-scale background pollution). The proportion of the airport depends on the location, and model calculations indicate that the proportion here is between approx. 10 % and 30 %.

<sup>2</sup> Limit values annual average (not applicable at the airport, since no whole-year presentation for people is provided).

<sup>3</sup> NO2 assessment value according to EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 40 µg/m<sup>3</sup>

<sup>4</sup> Values from the year 2010 corrected compared with Sustainability Report 2010.

<sup>5</sup> SO2 assessment according to Technical Instructions on Air Pollution (TA Luft) 2002 (otherwise no annual average defined): 50 µg/m<sup>3</sup>

<sup>6</sup> Fine dust, PM10 in accordance with EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 40 µg/m<sup>3</sup>

<sup>7</sup> Benzene assessment value in accordance with EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 5 mg/m<sup>3</sup>

<sup>8</sup> Value from 2009 on account of too restricted database only for purposes of orientation.

<sup>9</sup> Annual average values at Lima, Varna and Burgas Airports. These values represent a total for different emitters and apart from emissions generated by the airport also include emissions from third parties (road traffic, trade and industry, house fires). Only terminals are operated in Antalya, the responsibility through flight operation is not with the Fraport Group subsidiary.

<sup>10</sup> NO2 assessment value in accordance with the Peruvian DECRETO SUPREMO N° 074-2001-PCM REGLAMENTO DE ESTANDARES NACIONALES DE CALIDAD AMBIENTAL DEL AIRE: 100 µg/m<sup>3</sup>

<sup>11</sup> PM10 assessment value in accordance with the Peruvian DECRETO SUPREMO N° 074-2001-PCM REGLAMENTO

**AO6 Airfield surfaces and aircraft deicing agents**

<b>AO6 Airfield surfaces and aircraft deicing agents</b>	Unit	2008	2009	2010	2011	2012*
<b>Group</b>						
Airfield surfaces deicing agents <sup>1</sup>	m³	1,085	3,350	3,364	4,266	2,238
Carbamide <sup>1</sup>	t	16	50	121	84	43
Aircraft deicing ingredient, total (type I, II, IV) <sup>1</sup>	m³ active ingredient	951	1,229	4,511	900	980
Safewing-de-icing fluid Type II. <sup>1, 2</sup>	m³ active ingredient	8	14	32	8	4
Aircraft deicing agent, type I (aircraft deicing/anti-icing fluid with 80% propylene glycol share) <sup>1, 3, 4</sup>	m³ active agent	-	-	-	485	522
Aircraft deicing agent type IV (aircraft deicing/anti-icing fluid with 54% propylene glycol share) <sup>1, 3, 4</sup>	m³ active agent	-	-	-	1,008	1,122
Aircraft deicing agent propylene glycol per deiced aircraft <sup>3, 4</sup>	m³ substance per aircraft	0.196	0.178	0.270	0.192	0.295
<b>Fraport parent company</b>						
Airfield surfaces deicing agent	m³	1,085	3,271	3,307	4,246	2,233

\* From 2012 inclusion of joint-venture companies on a proportionate basis analogous to the consolidation of financial and personnel figures. Values for the previous years are not adjusted.

<sup>1</sup> The quantities are specified for the relevant winter. The winter is generally attributed to the following calendar year, for example 2010/2011 to the year 2011. From 2012, the values will be given from 01.01. to 31.12. of each year.

<sup>2</sup> Varna and Burgas airports

<sup>3</sup> N\*ICE at Frankfurt Airport

<sup>4</sup> The rise in the annual value for 2012 is due to weather conditions, a great deal of snow fell in the period from 9 to 15 December, heavy snowfalls require more deicing agent for each aircraft (deicing carried out several times).

<sup>5</sup> Potassium formate is the deicing agent for use on the aircraft-movement areas.

**Aspect: Transport****EN29 Significant environmental impacts of transport and traffic**

<b>EN29 Significant environmental impacts of transport and traffic</b>	Unit	2008	2009	2010	2011	2012
<b>Group</b>						
Employee traffic						
Travel to and from work by public transport <sup>1</sup>	Share in %	37.4	33.0	33.0	34.7	42.3
Travel to and from work by carpooling <sup>1</sup>	Share in %	15.1	16.6	17.3	16.4	15.4

Passenger traffic						
Travel of originating passengers to and from the airport by public transport <sup>1, 2</sup>	Share in %	39.8	63.3	65.7	67.7	68.1
<b>Fraport parent company</b>						
Employee traffic <sup>3</sup>						
Travel to and from work by public transport <sup>1</sup>	Share in %	42.9	31.2	31.0	31.8	41.2
Travel to and from work by carpooling <sup>1</sup>	Share in %	11.0	14.3	15.5	15.4	14.6
Passenger traffic Frankfurt Airport <sup>3</sup>						
Travel of originating passengers to and from the airport by public transport <sup>1</sup>	Share in %	36.4	37.4	39.2	40.9	41.6

<sup>1</sup> The values are based on a survey.

<sup>2</sup> Values for 2009 to 2011 corrected.

<sup>3</sup> The significant environmental impacts are shown under EN17 "Other greenhouse gas emissions".

## AO7 Number and percentage of people residing in areas affected by noise\* +

<b>AO7: Number and percentage of people residing in areas affected by noise*</b>	Unit	2008	2009	2010	2011	2012
<b>Frankfurt Airport</b>						
Number of people residing in the contour Ldn = 60 dB(A) <sup>1, 2, 7</sup>	Number	26,790	23,296	25,182	24,632	12,094
Relative change compared with the previous year	Percent	-	-13%	8%	-2%	-51%
Number of people residing in the contour Leq, Day = 60 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1, 3, 7</sup>	Number	8,058	5,997	7,535	6,980	3,920
Relative change compared with the previous year	Percent	-	-26%	26%	-7%	-44%
Number of people residing in the contour Leq, Day = 55 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1, 4, 5, 7</sup>	Number	104,626	93,008	97,954	103,001	98,014
Relative change compared with the previous year	Percent	-	-11%	5%	5%	-5%
Number of people residing in the contour of the envelope from NAT, night = 6 x 68 dB(A) and Leq, night = 50 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1, 6, 7</sup>	Number	125,073	108,514	116,715	107,189	86,315

Relative change compared with the previous year	Percent	-	-13%	8%	-4%	-19%
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\*Population database DDS. Survey status of these data for all evaluations 2008.

<sup>1</sup> The aircraft noise contours were calculated on the basis of the regulations introduced in Germany "Introduction to Calculation of Noise Abatement Areas (AzB)" and "Introduction to data collection on Flight Operations (AzD, 2008)". All scenarios were standardized on the basis of the long-term average operating direction distribution for the ten years 2000 to 2009. The Sigma supplement developed for the projected protection zone calculation in accordance with the Noise Abatement Act and described in AzB and AzD was not applied.

<sup>2</sup> The evaluation quantity L<sub>dn</sub> (Level day/night) is a 24h equivalent continuous sound level in dB(A), where a supplement of 10 dB is applied for sound events occurring during night time. The L<sub>dn</sub> permits impact changes from year to year to be documented on the basis of a single criterion.

<sup>3</sup> The criterion Leq, day = 60 dB(A) is based on the definition of day protection zone 1 in accordance with the Aircraft Noise Abatement Act.

<sup>4</sup> The criterion Leq, day = 55 dB(A) is based on the definition of day protection zone 2 in accordance with the Aircraft Noise Abatement Act.

<sup>5</sup> The data on Leq, day = 55 dB(A) is the total number within this contour, the number specified under Leq, day = 60 dB(A) is therefore a sub-quantity.

<sup>6</sup> The criterion envelope from NAT, night = 6 x 68 dB(A) and Leq, night = 50 dB(A) is based on the definition of night protection zone according to the Aircraft Noise Abatement Act.

<sup>7</sup> Value for 2011 updated for technical reasons.t.

## AO9 Total number of wildlife strikes per 10,000 movements



<b>AO9: Total number of wildlife strikes per 10,000 movements</b>	Unit	2008	2009	2010	2011	2012
<b>Frankfurt Airport<sup>1, 2, 6</sup></b>	Number per 10,000 aircraft movements	3.17	3.42	3.11	1.96	<b>2.50</b>
<b>Lima Airport<sup>3</sup></b>	Number per 10,000 aircraft movements	0.61	0.29	0.41	0.22	<b>0.88</b>
<b>Varna Airport<sup>3, 4</sup></b>	Number per 10,000 aircraft movements	-	-	0	1.78	<b>7.45</b>
<b>Burgas Airport<sup>3, 4</sup></b>	Number per 10,000 aircraft movements	-	-	4.42	2.60	<b>3.71</b>
<b>Antalya Airport<sup>5</sup></b>		-	-	-	-	<b>-</b>

<sup>1</sup> Bird strike rate (number of bird strikes per 10,000 aircraft movements): All incidents with birds at Frankfurt Airport and in the adjacent surrounding environment for aircraft with German registrations. The bird strike rate is transferred to the total flight movements at Frankfurt Airport. The notification of a relevant bird strike is made by the pilot to the German Committee for Prevention of Bird Strikes in Air Traffic (DAVVL e.V.). The DAVVL forwards an annual list of all bird strikes to the relevant airport operator. The airport operator calculates the bird strike rate, in this case Fraport AG.

<sup>2</sup> The DAVVL e.V. will forward the data for 2012 in June 2013.

<sup>3</sup> Bird strike rate: Number of bird strikes per 10,000 aircraft movements.

<sup>4</sup> Data has only been collected since 2010.

<sup>5</sup> Two terminals are operated in Antalya, flights operations are controlled by another entity, the prevention of bird strikes at Antalya is not therefore the responsibility of the Fraport Group.

<sup>6</sup> Preliminary for 2012



## Personnel

All details relate to the year-end figures at 31 December. On an average over the year (according to IFRS), the Fraport Group employed 20,963 employees (permanent staff and temporary staff) in the year 2012.

### Aspect: Employment

#### LA1 Total workforce



LA1 Total workforce	Unit	2008	2009	2010	2011	2012
<b>Group</b>						
Employees <sup>1, 2, 9</sup>	Number of persons	-	20,488	20,905	21,445	22,276
of which men <sup>7, 9</sup>	Number of persons	-	-	16,051	16,443	17,070
of which women <sup>7, 9</sup>	Number of persons	-	-	4,854	5,002	5,206
Permanent staff <sup>2, 3, 9</sup>	Number of persons	-	18,552	18,888	19,479	20,186
Apprentices <sup>2, 9</sup>	Number of persons	-	321	334	343	381
Temporary staff <sup>2, 4, 9</sup>	Number of persons	-	820	851	771	753
Employees on leave <sup>2, 9</sup>	Number of persons	-	795	832	853	957
Aviation <sup>6</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	6,674	6,337	6,074	6,088	6,298
Ground Handling <sup>6</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	8,443	8,254	8,564	8,899	8,924
Retail & Real Estate <sup>6</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	594	603	606	596	629
External Activities & Services <sup>6</sup>	acc. to IFRS (annual average for	7,368	4,776	4,548	5,012	5,112



	permanent staff and temporary staff)					
<b>Regional distribution</b>						
Europa	in % of staff	95.0	95.7	94.9	94.9	95.9
Germany	in % of staff	90.4	91.2	90.2	91.6	92.7
Rest of Europe	in % of staff	4.6	4.5	4.7	3.3	3.2
Asia	in % of staff	2.8	1.9	2.2	2.2	1.1
America	in % of staff	2.2	2.4	2.8	2.9	3.0
Part-time employment <sup>2, 5, 9</sup>	in % of staff	-	14.0	11.2	10.4	11.9
Fixed-term employment contracts <sup>2, 9</sup>	in % of staff	-	12.4	16.7	19.7	17.3
<b>Fraport parent company</b>						
Employees <sup>1</sup>	Number of persons	12,363	12,083	11,967	12,217	12,134
of which men	Number of persons	10,033	9,824	9,722	9,874	9,781
of which women	Number of persons	2,330	2,259	2,245	2,343	2,353
Permanent staff <sup>3</sup>	Number of persons	10,722	10,519	10,446	10,778	10,525
of which men	Number of persons	8,867	8,694	8,645	8,904	8,675
of which women	Number of persons	1,855	1,825	1,801	1,874	1,850
Apprentices	Number of persons	329	316	331	338	374
of which men	Number of persons	231	229	243	238	257
of which women	Number of persons	98	87	88	100	117
Temporary staff <sup>4</sup>	Number of persons	750	681	618	537	551
of which men	Number of persons	559	514	455	336	345
of which women	Number of persons	191	167	163	201	206
Employees on leave	Number of persons	562	567	572	564	684
of which men	Number of persons	376	387	379	396	504
of which women	Number of persons	186	180	193	168	180
Aviation	Number of persons	3,378	3,313	3,285	3,168	2,917
Ground Handling	Number of persons	6,604	6,389	6,259	6,227	6,251
Retail & Real Estate <sup>10</sup>	Number of persons	644	652	651	655	697
External Activities & Services	Number of persons	1,737	1,729	1,772	2,167	2,269
Part-time employment <sup>5</sup>	in % of staff	13.3	16.2	15.5	14.5	14.2
of which men	in % of staff with part-time employment	6.6	9.1	8.4	7.5	7.1
of which women	in % of staff with part-time employment	6.7	7.1	7.1	7.0	7.1
Fixed-term employment contracts <sup>2</sup>	in % of staff	-	9.9	9.2	8.1	8.2
of which men <sup>8</sup>	in % of staff with fixed-term employment contracts	-	-	-	66.9	65.0
of which women <sup>8</sup>	in % of staff with fixed-term	-	-	-	33.1	35.0

<sup>1</sup> Employees = permanent staff + temporary staff (see 4) + apprentices + employees on release.

<sup>2</sup> Data are only collected from 2009.

<sup>3</sup> The permanent staff do **not** include any temporary staff (see 4), employees on release, apprentices.

<sup>4</sup> Temporary staff = school students, university students, interns, diploma students, part-time employees and trainees.

<sup>5</sup> Including phase-in retirement.

<sup>6</sup> Adjustment of reporting data for 2009 to take account of restructuring measures.

<sup>7</sup> Data are only collected from 2010.

<sup>8</sup> Data are only collected from 2011.

<sup>9</sup> Values for previous years (2010 and 2011) are adjusted.

<sup>10</sup> Value for 2010 is adjusted.

## LA2 Employee turnover



LA2 Employee turnover	Unit	2008	2009	2010	2011	2012
<b>Group<sup>6</sup></b>						
<b>Total employee turnover</b>						
Departures	Number of permanent staff leaving the company <sup>1</sup>	-	1,945	1,869	2,180	2,187
	in % of permanent staff <sup>1, 2, 7</sup>	-	10.4	9.9	11.2	10.8
Appointments	Number of appointments among permanent staff	-	-	2,290	3,056	3,042
	in % of permanent staff	-	-	12.1	15.7	15.1
<b>Reasons for leaving the company<sup>1</sup></b>						
Employee notice	Number among permanent staff	-	846	627	1,037	816
Employer notice	Number among permanent staff	-	283	365	389	347
End of working life (retirement)	Number among permanent staff	-	68	53	65	69
Other reasons <sup>3</sup>	Number among permanent staff	-	748	824	689	955
<b>Turnover by gender<sup>1</sup></b>						
Employees leaving the company						
Men	Number among permanent staff	-	1,373	1,433	1,670	1,682
	in % of permanent staff who have left the company	-	70.6	76.7	76.6	76.9

Women	Number among permanent staff	-	572	436	510	505
	in % of permanent staff who have left the company	-	29.4	23.3	23.4	23.1
Appointments <sup>4</sup>						
Men	Number among permanent staff	-	-	1,903	2,431	2,344
	in % of permanent staff who have joined the company	-	-	83.1	79.5	77.1
Women	Number among permanent staff	-	-	387	625	698
	n % of permanent staff who have joined the company	-	-	16.9	20.5	22.9
Turnover by age <sup>1, 6</sup>						
Employees leaving the company						
Age group to 30 years	Number among permanent staff	-	1,023	894	945	820
	in % of permanent staff who have left the company	-	52.6	47.8	43.3	37.5
Age group 31 – 50 years	Number among permanent staff	-	724	789	1,029	1,095
	in % of permanent staff who have left the company	-	37.2	42.2	47.2	50.1
Age group above 50 years	Number among permanent staff	-	198	186	206	272
	in % of permanent staff who have left the company	-	10.2	10.0	9.4	12.4
<b>Fraport Parent Company</b>						
Total employee turnover						
Departures	Number of permanent staff leaving the company	263	209	196	220	399
	in % of permanent staff <sup>2</sup>	2.5	2.0	1.9	2.0	3.8
Appointments	Number of appointments among permanent staff <sup>5</sup>	-	-	213	586	299
	in % of permanent staff	-	-	2.0	5.4	2.8
Reasons for leaving the company						
Employee notice	Number among permanent staff	91	49	33	45	69
Employer notice	Number among	11	8	15	11	9

	permanent staff					
End or working life (retirement)	Number among permanent staff	41	32	27	34	36
Other reasons <sup>1, 3</sup>	Number among permanent staff	120	120	121	130	285
<b>Turnover by gender<sup>1</sup></b>						
Departures						
Men	Number among permanent staff	-	168	165	177	327
	in % of permanent staff who have left the company	-	80.4	84.2	80.5	82.0
Women	Number among permanent staff	-	41	31	43	72
	in % of permanent staff who have left the company	-	19.6	15.8	19.5	18.0
Appointments <sup>4</sup>						
Men	Number among permanent staff	-	-	190	494	248
	in % of permanent staff who have left the company	-	-	89.2	84.3	82.9
Women	Number among permanent staff	-	-	23	92	51
	in % of permanent staff who have left the company	-	-	10.8	15.7	17.1
<b>Turnover by age</b>						
Departures <sup>1, 5, 8</sup>						
Age group to 30 years	Number among permanent staff	-	41	57	61	85
	in % of permanent staff who have left the company	-	19.6	29.1	27.7	21.3
Age group 31 – 50 years	Number among permanent staff	-	99	76	85	210
	in % of permanent staff who have left the company	-	47.4	38.8	38.6	52.6
Age group above 50 years	Number among permanent staff	-	69	63	74	104
	in % of permanent staff who have left the company	-	33.0	32.1	33.6	26.1

<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Modified calculation formula compared with report in 2009.

<sup>3</sup> Other reasons: Termination of agreement, end of fixed-term employment contract, deaths in active employment.

<sup>4</sup> Data are only collected from 2010.

<sup>5</sup> Data are only collected from 2011.

<sup>6</sup> Collecting new appointments by age group is not currently possible for technical reasons but the aim is to collect these data over the medium term.

<sup>7</sup> Value for 2009 is adjusted.

<sup>8</sup> Value for 2010 is adjusted.

## LA15 Return to work after parental leave



<b>LA15 Return to work after parental leave</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fraport Parent Company<sup>1, 2, 3</sup></b>						
Number of employees with entitlement to parental leave	Number among permanent staff	-	-	10,446	10,778	10,525
Men	Number among permanent staff	-	-	8,645	8,904	8,675
Women	Number among permanent staff	-	-	1,801	1,874	1,850
Number employees who took parental leave	Number among permanent staff	-	-	-	217	207
Men	Number among permanent staff	-	-	-	72	89
Women	Number among permanent staff	-	-	-	145	118
Number of employees who returned to work after parental leave	Number among permanent staff	-	-	-	114	147
Men	Number among permanent staff	-	-	-	63	95
	Share in % of staff who took parental leave	-	-	-	55.3	64.6
Women	Number among permanent staff	-	-	-	51	52
	Share in % of staff who took parental leave	-	-	-	44.7	35.4

<sup>1</sup> Data are only collected from 2011.

<sup>2</sup> Presentation of the indicators for the Group is not currently possible due to different statutory regulations.

<sup>3</sup> It is not possible to collect data for the number of employees who were still employed at Fraport AG twelve months after the end of their parental leave.

## Aspect: Relationship between employee and employer

### LA4 Percentage of employees with collective wage agreements



<b>LA4 Percentage of employees with collective wage agreements</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
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**Group**

Employees with collective wage agreement <sup>1, 2</sup>	in % of staff	-	95	95	95	95
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**Fraport Parent Company**

Employees with collective wage agreement	in % of staff	100	100	100	100	100
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<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Value for 2009 is adjusted.

**Aspect: Occupational Health and Safety****LA6 Percentage of employees in job safety committees**

<b>LA6 Percentage of employees in job safety committees</b>	Unit	2008	2009	2010	2011	2012
<b>Group</b>						
Employees represented in job safety committees <sup>1</sup>	in % of staff	-	100	100	100	100
<b>Fraport Parent Company</b>						
Employees represented in job safety committees	in % of staff	100	100	100	100	100

<sup>1</sup> Data are only collected from 2009.

**LA7 Occupational diseases and absences**

<b>LA7 Occupational diseases and absences</b>	Unit	2008	2009	2010	2011	2012
<b>Group<sup>1, 7, 8</sup></b>						
Accidents <sup>2, 11</sup>	Number	-	1,362	1,601	1,475	1,445
1,000-person rate <sup>2, 3, 4</sup>	Number of reportable accidents per 1,000 employees	-	24.1	31.7	29.3	30.0
with fatal consequences	Number	-	0	0	0	0
reportable <sup>3, 11</sup>	Number	-	513	669	643	666
Days of absence <sup>3, 5, 11</sup>	Number of reportable days of absence	-	7,543	11,821	9,187	10,152
Illness rate <sup>6, 11</sup>	Absence in %	-	4.2	6.4	6.1	6.5
illness-related <sup>6, 11</sup>	Absence in %	-	4.1	6.2	6.0	6.4
caused by work-related accident <sup>6, 11</sup> (not including sports, travel to and from work, and private accidents)	Absence in %	-	0.1	0.2	0.1	0.1
Occupational disease <sup>10</sup>	Number of accredited cases	-	4	1	0	3

Accidents <sup>2</sup>	Number	846	723	863	736	<b>745</b>
1,000-person rate <sup>2, 3, 4</sup>	Number of reportable accidents per 1,000 employees	26.7	24.8	30.2	24.2	<b>26.6</b>
with fatal consequences	Number	0	0	0	0	<b>0</b>
reportable <sup>3</sup>	Number	330	301	361	292	<b>325</b>
Days of absence <sup>3, 5</sup>	Number of reportable days of absence	5,634	4,991	7,960	4,763	<b>5,788</b>
Illness rate <sup>6</sup>	Absence in %	5.49	6.23	6.49	6.45	<b>6.46</b>
illness-related <sup>6</sup>	Absence in %	5.28	6.05	6.19	6.27	<b>6.25</b>
caused by work-related accident <sup>6</sup> (not including sports, travel to and from work, and private accidents)	Absence in %	0.21	0.18	0.30	0.18	<b>0.21</b>
Occupational disease <sup>10</sup>	Number of accredited cases	0	0	1	0	<b>3</b>

<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Minor injuries (level of first-aid measures) are not included.

<sup>3</sup> Reportable = A work-related accident is deemed to be reportable if more than three days of absence are involved.

<sup>4</sup> With respect to the average number of employees. The average number of employees is obtained by adding together the total monthly staff figures and dividing by the number of months.

<sup>5</sup> Days of absence = planned working days.

<sup>6</sup> With respect to scheduled working hours.

<sup>7</sup> A breakdown of accidents by causes of injury is not yet possible for Fraport due to technical reasons but the aim is to collect these data in the future.

<sup>8</sup> The occupational diseases and absences include the total workforce but not independent contractors, because the data for this group of employees are not collected.

<sup>9</sup> A breakdown of accident days and days of absence is not relevant for Fraport. The biggest proportion of occupational accidents occurs in the operational area where mostly men are working. An evaluation would therefore primarily relate to men.

<sup>10</sup> The occupational diseases in 2012 are retrospectively identified diseases from the year 2011.

<sup>11</sup> Values for previous years (2010 and 2011) are adjusted.

## Aspect: Training and career development

### LA10 Training and career development time per employees



<b>LA10 Training and career development time per employees</b>	Unit	2008	2009	2010	2011	2012
<b>Group<sup>1, 4, 5</sup></b>						
Apprentices	Number of persons	-	321	336	343	<b>381</b>
Interns/university students/diploma students/trainees/school students on work experience	Number of persons	-	710	723	779	<b>753</b>



Further training <sup>2, 3, 6</sup>	Days per permanent employee	-	4.09	4.36	5.01	5.74
<b>Fraport Parental Company<sup>5</sup></b>						
Apprentices	Number of persons	329	316	331	338	374
Men	in % of apprentices	70.2	72.5	73.4	70.4	68.7
Women	in % of apprentices	29.8	27.5	26.6	29.6	31.3
Interns/university students/diploma students/trainees/school students on work experience	Number of persons	738	679	616	537	551
Further training <sup>2, 3, 6</sup>	Days per permanent employee	2.90	2.90	2.70	3.30	4.80

<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Not including apprentices.

<sup>3</sup> 7 h = 1 day.

<sup>4</sup> A breakdown of the Group indicators by gender is not yet possible due to technical reasons but the aim is to collect these data in the future.

<sup>5</sup> A breakdown of the data by employee categories is not possible. We would like to address this issue over the medium term.

<sup>6</sup> Data for career-development time by gender cannot yet be currently collected satisfactorily. We would like to address this issue in the future.

## LA12 Percentage of employees with regular performance assessment



<b>LA12 Percentage of employees with regular performance assessment</b>	Unit	2008	2009	2010	2011	2012
<b>Group<sup>1, 2, 3</sup></b>						
Employees with regular performance assessment	Number of permanent staff	-	-	11,679	12,390	12,081
Employees with regular performance assessment	in % of permanent staff	-	-	61.8	63.6	59.8
<b>Fraport Parent Company</b>						
Employees with regular performance assessment	Number of permanent staff	10,722	10,519	10,446	10,778	10,525
Employees with regular performance assessment	in % of permanent staff	100	100	100	100	100
Men	in % of permanent staff	82.7	82.7	82.8	82.6	82.4
Women	in % of permanent staff	17.3	17.3	17.2	17.4	17.6

<sup>1</sup> Data are only collected from 2010.

<sup>2</sup> A survey of the Group indicators by gender is not yet possible due to technical reasons but the aim is to collect these data in the future.

<sup>3</sup> Values for previous years (2010 and 2011) are adjusted.

## Aspect: Diversity

<b>LA13 Composition of employees</b>	<b>Unit</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Diversity</b>						
<b>Group<sup>1, 8</sup></b>						
Average age	Years	-	40.5	40.2	40.8	41.2
Age group to 30 years	Number of persons <sup>11</sup>	-	3,899	4,569	4,475	4,504
	in % of staff <sup>11</sup>	-	20.9	21.9	20.9	20.2
Age group 31 – 50 years	Number of persons <sup>11</sup>	-	11,280	12,477	12,703	13,006
	in % of staff <sup>11</sup>	-	60.4	59.7	59.2	58.4
Age group above 50 years	Number of persons <sup>11</sup>	-	3,500	3,859	4,267	4,766
	in % of staff <sup>11</sup>	-	18.7	18.5	19.9	21.4
<b>Fraport Parent Company</b>						
Average age	Years	42.3	42.8	42.7	43.4	43.2
Age group to 30 years	Number of persons	1,965	1,819	1,774	1,880	1,898
	in % of staff	15.9	15.1	14.8	15.4	15.6
Age group 31 – 50 years	Number of persons	7,827	7,588	7,386	7,386	7,093
	in % of staff	63.3	62.8	61.7	60.5	58.5
Age group above 50 years	Number of persons	2,571	2,676	2,807	2,951	3,143
	in % of staff	20.8	22.1	23.5	24.2	25.9
<b>Group<sup>1, 3</sup></b>						
Foreign employees	Number	-	3,826	4,186	4,379	4,484
	in % of staff	-	20.5	20.0	20.4	20.1
<b>Fraport Parent Company</b>						
Foreign employees	Number	2,043	1,983	1,914	1,927	1,927
	in % of staff	16.5	16.4	16.0	15.8	15.9
Share of managers <sup>10</sup>	in % of staff	-	-	-	-	0.1
Share non-managers	in % of staff	-	-	-	-	15.8
<b>Group<sup>1</sup></b>						
Disabled employees	Number <sup>4</sup>	-	1,297	1,392	1,460	1,549
	in % of eligible jobs <sup>5</sup>	-	6.6	7.0	7.2	7.3
<b>Fraport Parent Company</b>						
Disabled employees	Number <sup>4</sup>	1,063	1,127	1,192	1,224	1,263
	in % of eligible jobs <sup>5</sup>	9.3	10.0	10.7	10.7	11.3
<b>Group<sup>9, 11</sup></b>						
Gender						
Women	in % of staff <sup>1</sup>	-	23.0	23.2	23.3	23.4
Men	in % of staff <sup>1</sup>	-	77.0	76.8	76.7	76.6
Women in management positions	in % of managers <sup>1, 6</sup>	-	25.8	28.7	31.4	29.6
Women in management	in % of managers	-	-	20.0	16.7	14.3

positions Level 1	Level 1 <sup>2, 6</sup>					
Women in management positions Level 2	in % of managers Level 2 <sup>2, 6</sup>	-	-	21.2	26.5	27.3
Women in management positions Level 3	in % of managers Level 3 <sup>2, 6</sup>	-	-	29.7	31.1	28.3
Women in management positions Level 4	in % of managers Level 4 <sup>2, 6</sup>	-	-	24.8	22.6	23.9
Women in management positions Level 5	in % of managers Level 5 <sup>2, 6</sup>	-	-	36.9	46.1	40.8
<b>Fraport Parent Company</b>						
Gender						
Women	in % of staff	18.8	18.7	18.8	19.2	19.4
Men	in % of staff	81.2	81.3	81.2	80.8	80.6
Women in management positions	in % of managers <sup>6</sup>	17.8	17.6	20.5	21.5	20.5
Women in management positions Level 1	in % of managers Level 1 <sup>1</sup>	-	0.0	20.0	16.7	14.3
Women in management positions Level 2	in % of managers Level 2 <sup>1</sup>	-	16.1	13.3	22.6	24.1
Women in management positions Level 3	in % of managers Level 3 <sup>1</sup>	-	18.1	24.2	24.1	21.9
Women in management positions Level 4	in % of managers Level 4 <sup>1</sup>	-	18.7	19.4	18.9	20.0
Women in management positions Level 5	in % of managers Level 5 <sup>1</sup>	-	14.8	14.3	20.0	12.5
Persons in management bodies	Number of persons in management bodies (total) <sup>2, 7</sup>	-	-	24.0	24.0	24.0
of which women	in % of persons in management bodies <sup>2,7</sup>	-	-	12.5	20.8	12.5
Age group to 30 years	in % of persons in management bodies <sup>2,7</sup>	-	-	0.0	0.0	0.0
Age group 31 – 50 years	in % of persons in management bodies <sup>2,7</sup>	-	-	25.0	16.7	16.7
Age group above 50 years	in % of persons in management bodies <sup>2,7</sup>	-	-	75.0	83.3	83.3

<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Data are only collected from 2010.

<sup>3</sup> In Germany.

<sup>4</sup> Disabled employees, employees with equal status to disabled employees, and employees with multiple credits disability.

<sup>5</sup> Eligible jobs = Employees – School students – University students – Apprentices.

<sup>6</sup> Management position = Management level 1 to 5. The term management level (or Level 1 to 5) relates exclusively to managers of an organizational unit, i.e. persons whose employees are subject to their disciplinary and technical supervision (Management level 1: Business/Service Unit Manager, Management Level 2: Section Manager/Central Unit Management, Level 3 – 5: Manager).

<sup>7</sup> Management bodies = The bodies or management boards that are responsible for the strategic direction of the organization, the efficient supervision of the executive management, and the liability of the management to the organization and its stakeholders.

<sup>8</sup> A breakdown of the data by employee categories is not possible. We want to address this issue over the medium term.

<sup>9</sup> A breakdown of data by gender and age groups for persons in the management bodies is not yet possible because the data are not available in the subsidiary companies.

<sup>10</sup> Data are only collected from 2012.

<sup>11</sup> Values for previous years (2010 and 2011) are adjusted.

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You are here: Indicators & Facts > Indicators > Other Indicators

## Other Indicators

### Movements in the long-distance railway station, regional railway station and on the road



	2010	2011	2012
Private car and hire car	42	41	37
Taxi and shuttle services*	20	22	23
Bus and suburban rail	14	14	16
High-speed ICE and other long-distance trains	22	21	22
Other (incl. holiday parking)	2	2	2
Total in %			

\*Shuttle service from hotels, travel agents, taxi companies, etc.

### Passenger satisfaction

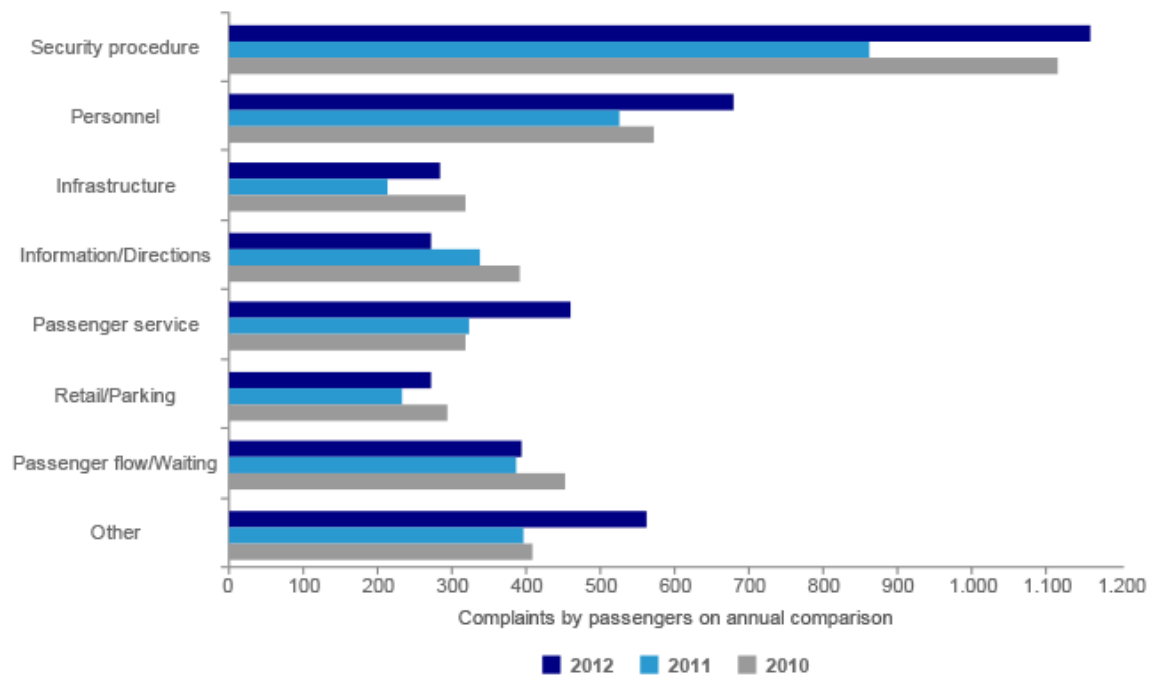


	Year	Target	Target attainment
Global satisfaction	2010	73%	70%
	2011	73%	77%
	2012	74%	80%
Ease of transfer procedure	2010	59%	57%
	2011	62%	68%
	2012	64%	76%
Customer satisfaction with friendliness of employees			
Air security	2010	76%	73%
	2011	80%	76%
	2012	80%	78%
Passport control (departure)	2010	78%	72%
	2011	80%	75%
	2012	80%	76%
Customer satisfaction with waiting time			
Air security	2010	72%	67%
	2011	72%	74%
	2012	72%	82%
Passport control (departure)	2010	84%	76%
	2011	80%	82%
	2012	82%	89%

## Complaints by passengers



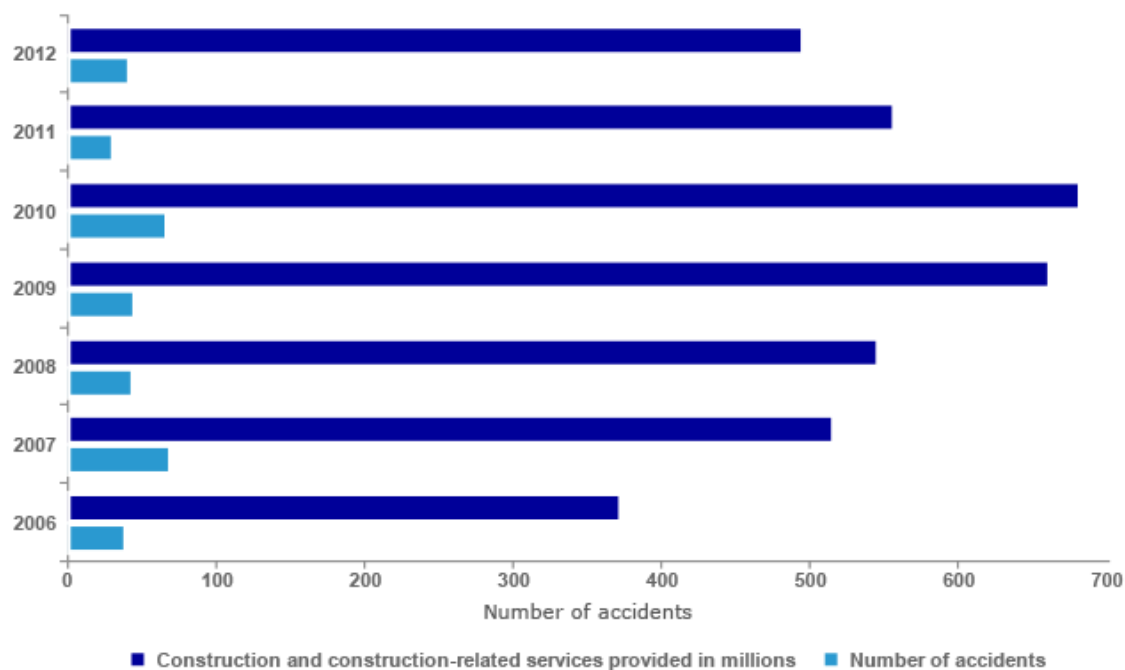
### Complaints by passengers



## Number of accidents involving external employees at the Fraport site



### Number of accidents involving external employees at the Fraport site





## *Sustainability Program*

### **Preamble**

The aim of the Fraport Sustainability Program 2012 is to present the progress of sustainability performance in the Group. The program has been streamlined compared to the previous year and focuses more precisely on potential for improvement. In future, "rolling" targets will be presented in the report with all the corresponding activities.

The program includes the defined targets, their terms, the measures taken to achieve the targets and – if the measures run over several years – the relevant current status. This serves the Sustainability Board for purposes of monitoring and controlling.

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## Sustainability Management

### Compliance/Governance



Target	Duration	Measure	Status
Group-wide implementation of a system for integrated risk and compliance management	2012/13	Definition of strategic targets and priorities for implementation	Adoption of Compliance Management System and rules of procedure for the Compliance Board in mid-March 2013. Concept for rolling out the Integrated Risk and Compliance Management System including the Internal Control System for the Group companies is in place. Continuation of relevance analysis in the 2nd quarter of 2013. Further development of the Risk Management System in the 2nd and 3rd quarters of 2013.
		Origination and implementation of communication measures and coordination of the training concepts for the subsidiaries	Kick-off with domestic companies in March 2013, large majority holdings in foreign investments will follow.
Ensuring group-wide observance of the Fraport Code of Conduct by all members of staff	2012/13	Raising the awareness of Fraport personnel and training through e-learning and face-to-face events. Gradual introduction throughout the Group	Launch of training modules "Value-based Compliance" and "Culture of Trust" in February 2013. Module for Integrated Control System follows in May 2013, module for Code of Conduct in May 2013.
		Development and communication of a reference standard on practical implementation of the new Code	Drawing up an implementation strategy by March 2013, roll-out in the subsidiaries by 2014.
Firmly establishing sustainability in the corporate processes	2015	Organizational integration of sustainability management in the Central Unit Corporate Development	Implemented in October 2012
		Audit structure of integrated reporting processes	Project group starts in 2013
		Regular meetings of the	Two meetings in 2012

Sustainability Board chaired  
by the Chairman of the  
Executive Board

## Procurement



Target	Duration	Measure	Status
Introduction of the Fraport Code of Conduct for Suppliers	2012- 2014	Publication and communication of the Code of Conduct for Suppliers	Implemented in February 2013
		Group-wide implementation in supplier management	Launched in February 2013 with implementation in supplier management of the parent company
		Audit of relevant suppliers for compliance with the Fraport Code of Conduct	Suppliers of product groups and from countries with increased risk are audited separately.
		Support for cross-sector initiatives and cooperation in these initiatives for implementation of standards	Fraport AG is committed to a number of organizations including Transparency International German Chapter and the UN Global Compact

## Customers

### Safety and security in air traffic



Target formulation is not carried out because the focus of the program is on important changes.

Safety and security in air traffic and on the airport site is always the top priority. We are continually developing our processes in order to ensure maximum safety and security standards at all times and we adapt them to new circumstances. One challenge is to structure the necessary security checks and measures to ensure that travelers and employees experience minimum impact as they go about their business. You will find targets and measures designed to ensure customer satisfaction in the appropriate area of action.

### Customer satisfaction



Target	Duration	Measure	Status
Permanent stabilization of global satisfaction passengers to at least 80%	2015	<p>Service program "Great to have you here!" Stabilization of customer satisfaction with ease of transfer procedure:</p> <ul style="list-style-type: none"> <li>• 76% (2012: 76%)</li> </ul> <p>Increase in customer satisfaction for friendliness:</p> <ul style="list-style-type: none"> <li>• Security check to 80% (2012: 78%)</li> <li>• Passport control (departure) to 80% (2012: 76%)</li> </ul> <p>Stabilization of customer satisfaction for waiting time:</p> <ul style="list-style-type: none"> <li>• Security check &gt;80% (2012: 82%)</li> <li>• Passport control (departure) &gt;85% (2012: 89%)</li> </ul>	See <a href="#">Customer satisfaction</a>
<p>Increase in the satisfaction of airline customers, Measurement tool: Customer Service Index</p>	2014	<p>Implementation of a package of measures for airside and landside and corporate safety and security based on the survey results for airline representatives</p>	<p>Five out of nine measures derived from the study in 2011 were already successfully implemented in 2012. The other projects are continuing to run in 2013.</p>
Increase in the satisfaction of airfreight customers with infrastructure packages and efficient processes in CargoCity Frankfurt	2015	Implementation of intelligent traffic management systems and communication platforms with the target of reducing traffic jams and waiting times, as well as the avoidance of unnecessary traffic in	Resolution passed by the Executive Board on overall package of measures for development of the airfreight strategy. Provisional scope is EUR 15 million. Areas of action:

CargoCity Frankfurt

- a) Process & product optimization at CargoCity
- b) Improvement in customer dialog with users of CargoCity
- c) Optimization of sales activities with (cargo) airlines and freight forwarders

## Intermodality



Target	Duration	Measure	Status
Increase in the proportion of originating passengers travelling to and from the airport by public transport (bus, suburban rail, regional rail, high-speed ICE, other long-distance trains)	2015	Connection of baggage conveyor system to the check-in desk at the AirRail Terminal	Planning completed at Fraport
		Support for expansion of integrated Ticketing/Code Share Agreement between German Rail (DB) and other airlines	Measure is being planned
Growth in the originating passenger market by increasing the catchment area for users of public transport	2015	Improvement in the package of scheduled long-distance bus connections from German regions which are not optimally connected to the long-distance rail network of German Rail (DB) to Frankfurt Airport	Joint planning started for expansion of the bus station with bus companies and German Rail (DB).
		Indicator panels and new signage in the long-distance railway station	Indicator panels being planned, new signage commissioned by German Rail (DB)
Improvement in the intermodal package for airport staff*	2015	Use of an early high-speed ICE train from Hamburg/Köln,	Target not being used in future
		Introduction of an additional local bus connection from the district of Offenbach	Sub-target early high-speed ICE attained, sub-target local bus connection could not be achieved

\* no longer applicable in future.

## Employees

### Appeal as an employer



Target	Duration	Measure	Status
Increase in employee satisfaction measured by the Group Barometer from 3.06 to at least 2.90 (grade system from 1 (best) to 6 (worst)*)	2013	Gradual expansion of performance-based salary components	<ul style="list-style-type: none"> <li>5.27 million euros were paid out to payscale staff in 2012 (approx. 15% more than in the previous year).</li> <li>Non-payscale staff received performance-based bonuses totaling 2.9 million euros. (approx. 16% more than in the previous year).</li> </ul>
		Acquisition of additional rights to nursery places	In 2012, increase in the number of nursery places in existing child daycare facilities by approx. 25%, additional increase planned to meet needs
		Provision of new nursery places for children of Fraport staff	Resolution to acquire 5 places
Employee share participation	2015	Increase in the proportion of employee shares	Program being developed
		Support for the initiative to establish an employee share association	Support concept is being drawn up
Ongoing development of management expertise based on the results of the Group Barometer and in 360° feedback**	2012	Implementation of 360° feedback for managers	Target is being developed further in the course of reorganization. So far the planned measures have been implemented.*

\* The Barometer Survey was not carried out in 2012 because the corresponding measures derived from the results of the previous year had not been completed yet. The survey is to be carried out again in 2013.

\*\* no longer applicable in future.

### Retaining and creating jobs



Target	Duration	Measure	Status
Creation of a further 25,000 jobs at Frankfurt Airport by	Gradually until full	See <a href="#">Retaining and creating jobs</a>	

expansion of the airport.

Overall calculations by experts estimate that the expansion will create around 100,000 jobs.

utilization  
of  
capacities

## Diversity



Target	Duration	Measure	Status
Increase in the proportion of women in management positions to 25 – 35 % within the Fraport parent company	2018	Increasing the proportion of part-time men and women in management positions	Proportion of managers in part-time work in 2012: 6.5% (2011: 6.5%)
		Further development of supporting indicators	Proportion of women in management positions was determined as KPI. From 2013, additional surveying of supporting indicators, such as: <ul style="list-style-type: none"> <li>• Proportion of women <ul style="list-style-type: none"> <li>• in new appointments</li> <li>• in the potential AC</li> </ul> </li> <li>• Employee satisfaction of women (based on: Fraport Barometer)</li> </ul>
		Analysis of the salary development of women	Collection of data together with the Cologne Institute for Economic Research, on behalf of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
		Development of specific training courses and sessions for women	Alignment of seminars and individual coaching sessions tailored to specific target groups for women in management positions or with management potential
		Acquisition of additional rights to nursery places	In 2012, increase in the number of nursery places in existing child daycare facilities by approx. 25%, additional increase planned to meet needs
Promotion of specialist staff and management with a migration background	2020	Development and implementation of concept for specialist staff and managers	Measure is being prepared

## Occupational health and safety



<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Continuous reduction in accident events (total number of accidents) and days of absence due to accidents	2015	Establishment of a Group Job Safety Committee (K-ASA)	K-ASA has been active since March 2012
		Improvement in the organization of company job safety	<ul style="list-style-type: none"> <li>• Review of company-wide hazard assessments</li> <li>• Implementation of interface control</li> </ul>
		Reduction of work-related health hazards and musculoskeletal disorders	<ul style="list-style-type: none"> <li>• Determination of physical loads with the assistance of an exposure log</li> <li>• Derivation of measures</li> </ul>
		Development and implementation of preventive measures, procedures relating to work organization, measures for health promotion, and developing competence to reduce work-related psychological risks	<ul style="list-style-type: none"> <li>• recording of psychological stresses BVD (ground handling services) and passenger screening</li> <li>• Derivation of recommendations for action</li> <li>• Resolution on continuation in 2013</li> </ul>
Medium-term stabilization and long-term increase in attendance rate	2015/2020	Joint project between company medical department and disabled employees' representatives providing individual counseling for employees suffering from psychological stress	<ul style="list-style-type: none"> <li>• Project started in 2011</li> <li>• Presentation of report on experiences and concept for improvement at the end of 2012</li> <li>• Trialing measures from 2013</li> </ul>
		Expansion of health workshops and health circles	Stresses and their causes were identified in 2012, with this continuing in 2013, and proposals for improvement are being drawn up and implemented.
		Implementation of "Overall concept of company fitness" from January 2013	Expansion of the fitness package at the airport site by a mobile fitness studio. Introduction of a supplement for fitness training where employees live.
		Implementation of a "Work Balance Study" for identifying and reducing psychological and physical stresses at passenger screening	See <a href="#">Safety and security in air traffic</a>

## Training and career development



<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Guarantee of at least 110 training places annually	2018	Differentiation of training package for all types of	2012: 133 places taken 2013: at least 110 places



		school-leaver with guarantee of one year's work after completion	
Integration of young people with learning difficulties, target is accepting 75% of the participants for training	2015	Implementation of the "Ready for take-off" concept	Launch in November 2012 with 12 places. Duration for at least 3 years.
Needs-oriented training with retention rate in employment of 70% in the second year after completion of the training	2018	Shortfall in technical training vocations is countered by concept for promoting the loyalty of employees who have completed their training with good grades	Resolution on career-development concept, negotiations on implementation commenced
Promotion of skilled staff and managers in the Group with internal recruitment to provide staff replacements in levels 1 – 4 of 75%	2013	Further development of the talent management process	Adopted in 2012, annual implementation planned
		Development and establishment of "specialist careers"	Gradual implementation in the Fraport parent company planned for 2013

## Environment

### Climate Protection



Target	Duration	Measure	Status
<p>Reduction of CO2 emissions per traffic unit (TU: one passenger with baggage or 100 kg of airfreight) by 30%, from 3.7 in 2005 to 2.6 kg/TU in 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol)</p> <p>Avoidance of additional CO2 emissions by airport expansion in 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol, based on 2005).</p>	2020	Establishment of CO2 controlling	<ul style="list-style-type: none"> <li>• Technical concept completed</li> <li>• IT tool is being configured</li> </ul>
		Use of alternative drive technologies	<p>Gradual implementation is planned until 2015. To date, we have been deploying</p> <ul style="list-style-type: none"> <li>• five electric pallet loaders (approx. 5 percentage points of planned 20%)</li> <li>• four serial hybrid baggage tow-tractors (approx. 3 percentage points of planned 20%)</li> <li>• 81 electric conveyor-belt trucks (approx. 86 percentage points of planned 100%)</li> <li>• five electric cars for trial operation</li> <li>• five plug-in electric vehicles for trial operation</li> </ul>
		Energy-optimization for portfolio of buildings**	The measure is implemented with specific projects based on analyses of Life Cycle Costs. The target values are defined in the Guideline for Sustainable Building which is to be introduced in 2013.
		Energy-optimized planning of new buildings* / **	The project has been completed. All proposals were evaluated on the basis of ecological and economic perspectives. One project was included in the planning for Terminal 3.
		Certification of the new building for Terminal 3 in conformity with the DGNB Gold Standard and possible international standards	The certification is developed in the design planning phase.
		Setting up trial areas for LED lamps	<ul style="list-style-type: none"> <li>• for apron illumination</li> <li>• in parking garages</li> </ul>

			<ul style="list-style-type: none"> <li>• in the arrival hall and external area at Terminal 1</li> </ul>
Implementation of the concept of "Sustainable Building" in the business processes	by 2013	Establishment of organizational unit "Sustainable Building" within the Central Infrastructure Management of Fraport AG*	Content is being implemented in existing processes.
		Conceptual approach for Life Cycle Costing (LCC) to provide planning and decision-making support, and implementation of an IT solution	IT solution is being developed

\* no longer applicable in future

\*\* 2011 target is now a measure

See also measure ["Review of gradual introduction of stationary Pre-Conditioned Air for aircraft \(PCA\)"](#)

## Air quality



### Target

### Duration

### Measure

### Status

Reduction of emissions of air pollutants due to the operation of the airport

2020

Development of methodology for calculating air pollutant emissions for

- Infrastructure
- Aircraft handling
- Subsequent expansion and landside traffic is optional

The conceptual phase is ongoing: Analysis of the status quo and supplementing existing operational data for infrastructure, research of current emission factors, piloting of methodological approaches.

- Preliminary partial results for combustion of heating oil and natural gas are now available, consolidation of the results for infrastructure will be carried out in mid-2013.
- Preliminary results for ground handling at the end of 2013.

Review of the gradual introduction of stationary Pre-Conditioned Air for aircraft (PCA)\*

See also [Climate protection](#)

Test run launched with a pilot plant at Terminal 1 A+.

Building provision in Terminal 3 and investigation into potential installation in existing buildings at a later date.

## Conservation of nature and resources



<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Reduction of the paper consumption per member of staff at the Fraport parent company by 25% by 2015 (based on 2009)	2015	a) Central printer concept b) Project for electronic document administration c) Test phase for printing on both sides as a standard setting for all members of staff	a) Measure successfully implemented b) Measure launched in 2011, ongoing implementation c) Measure successfully completed in October 2012, implementation is being continued
Reduction of the consumption of drinking water by higher usage of service water (not potable) in Terminal 1 (to 38% of total amount by 2014) and in the southern zone * (50% by 2020)	2014/ 2020	Expansion of usage of service water in Terminal 1 and in the southern zone *	The measures in Terminal 1 are being implemented, measures in the southern zone are at the planning stage
Reduction in the use of aircraft deicing agent by increasing the proportion of water used for each aircraft deicing operation by 20%	2014	Equipping 49 vehicles with NAD technology (N*ICE Advanced Deicing System)	Deployment of 58 vehicles in the winter 2012/2013, 100% are equipped with NAD technology.

\*This refers to the area at the south of the take-off and landing runway 07R/25L. Cargo City South, the Development Area South for projects including the future Terminal 3, and maintenance facilities, for example Lufthansa, are located there.

## Noise Abatement

### Noise abatement



Target	Duration	Measure	Status
Achieving a lower number of people impacted by aircraft noise than specified in the plan for expansion in capacity with 701,000 aircraft movements	Until full utilization of capacity	Selected rail and route use (Dedicated Runway Operations, DROps	<ul style="list-style-type: none"> <li>• Original DROps concept has been successfully trialed</li> <li>• Measure constrained by introduction of ban on night flights</li> <li>• New concept with "DROps Early Morning" has been piloted since 28 June 2012: change in use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>• Pilot operation since 18 October 2012</li> <li>• Monitoring Program launched by the German Aerospace Center (DLR)</li> </ul>
		Introduction of variable satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	Joint-venture contract with German Air Navigation Services (DFS) concluded to set up the system, roll-out of operation planned for 2014
Improvement in the noise situation for residents affected	2020	Expansion of the Casa2 Program for purchasing residential properties from the core zone to transition zones I+II by 70 million euros to a total volume of more than 100 million euros	132 properties had been purchased under the Fraport Casa Program by the end of 2012.
		Establishment of a Regional Fund with resources to finance passive noise abatement for private households and public institutions eligible for protection	The State of Hesse defined the Subsidy Guideline on 31 December 2012
		Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	See <a href="#">Active noise abatement</a>

## Community

### Regional commitment



Target	Duration	Measure	Status
Funding for projects supporting community development in the region, in particular in the areas of education, integration, compensation for social disadvantage and health care	2012	In 2012, 1,426 individual measures in the region received financial support from Fraport AG.	Description of focuses, see <a href="#">"Donations and sponsoring"</a>
Funding of projects conserving the environment in the Frankfurt/Rhine-Main Region, in particular with focuses on biodiversity, climate protection and environmental education	2020	In 2012, 60 individual measures received financial support from Fraport AG through the Environmental Fund.	Description of focuses, see <a href="#">"Environmental Fund"</a>
Improvement in access to training places in the region	2020	In 2012, 27 projects in the region were financed by the Pro Region foundation of Fraport AG	Description of focuses, see <a href="#">"Foundations"</a>
Funding of academic studies on the issues air traffic and mobility	2020	In 2012, 44 academic studies and projects received financial support from the Eric-Becker Foundation of Fraport AG.	Description of focuses, see <a href="#">"Foundations"</a>

## Owners

### Profitability of investments



Target	Duration	Measure	Status
Expansion of terminal capacities to at least 64 million passengers to meet demand	By 2020	Completion of Pier A+	Expansion of capacity by 6 million passengers and 8 apron positions were completed to schedule
Expansion of apron positions to meet demand		Modular realization of Terminal 3 including the necessary aprons and taxiways	The expansion schedule is currently being agreed
Increase in the net retail revenue to at least 4 euros per passenger	2015	<p>Growth by expansion and development of new areas (A-Plus: 2012) and optimization of existing marketable floorspace (Gastro B-Transit and refurbishment Level 2)</p> <p>Increase in profitability by monitoring and active management of lessees, and optimization of marketplace sector mix and changing non-performing lessees</p>	<p>Net retail revenue per passenger</p> <p>2012: 3.32 euros</p> <p>2011: 3.17 euros</p> <p>See <a href="#">Airport-Retail</a></p>
Consolidating and expanding the proportion of external business in Group earnings	2020	<ul style="list-style-type: none"> <li>• Successful acquisition of airports and airport companies</li> <li>• Further development of existing subsidiaries</li> <li>• Conclusion of more consulting contracts</li> </ul>	See <a href="#">External business</a>
Adjustment of airport charges to refinance infrastructure	By 2015	Conclusion of public contracts and contracts with airlines and airline associations	Charges for 2012 increased by 2.9%; 2.9% increase also planned for 2013
Increase in airfreight revenues	2015	<ul style="list-style-type: none"> <li>• Measures to develop sales further</li> <li>• Communication and cooperation with participants in the process</li> </ul>	Sales concept for cargo area in development, implementation in the 1st half of 2013. A concept is being developed for providing a systematic structure to communication with airfreight users using various customer dialog platforms, realization in 2013.



You are here: Indicators & Facts > GRI Index



## GRI Index

Our Sustainability Report 2012 complies with the guidelines of the [Global Reporting Initiative \(GRI\)](#) ] in the version G3.1. The Airport Operators Sector Supplement (AOSS) dealing specifically with airport operators was taken into account. The report meets the requirements for „[Application Level A+](#)“ and therefore fulfills the application level of the GRI guidelines.

The GRI Index shows where information on the individual issues and aspects of sustainability reporting can be found.

You will find a complete overview of the GRI Content Index [here](#).

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## Profile



## Strategy and Analysis

### 1.1 Statement from the most senior decision-maker of the organization

Sustainability for Fraport means taking responsibility for structuring the future. We understand sustainable development to be a continuous process. We believe that the entrepreneurial scope for action can only be ensured by consistent inclusion of non-commercial aspects in the management processes. We are aware that our corporate governance will inevitably lead to conflicts of interest within our company and between us and our stakeholder groups. Our “license to operate” and our “license to grow” can only be secured over the long term, if we find the right balance between the factors relevant for the company and for the community in solving these conflicts of interest (see [“Our understanding of sustainability”](#)).

See also [“Foreword”](#)

– Trends which influence our sustainable development:

See [“Sustainability strategy”](#)

– Strategy:

The Group strategy [Agenda 2015](#) was developed on the basis of the Group vision and Group targets of Fraport AG adopted in 2004. Sustainability is one of the five core elements from which the strategic challenges and the necessary measures of the company to master them are derived ([for more information see Sustainability strategy](#)).

– Key events 2012:

The key events for Fraport in 2012 included the startup of operations at the Pier A-Plus.

– What we achieved in 2012:

Target attainment is measured in our Sustainability Program. See [“Sustainability Program”](#). The section “Business development 2012” in the Management Report of the Annual Report 2012 included information on the business development (see [Annual Report 2012](#), p. 37ff.).

– What we did not achieve in 2012:

Target attainment is measured in our Sustainability Program. See [“Sustainability Program”](#).

The section “Business development 2012” in the Management Report of the Annual Report 2012 included information on the business development (see [Annual Report 2012](#), p. 37 ff.).

– Assessment of performance in 2012 (targets compared with performance):

The attainment is measured in our Sustainability Program. See also [“Sustainability Program”](#)

– Outlook on the challenges for the coming year:

The challenges for the coming year lie in attaining the targets defined in the Sustainability Program for 2013. See also [“Sustainability Program”](#).

– Medium-term objectives:

The medium-term objectives are defined in the Sustainability Program (see [“Sustainability Program”](#)).



## 1.2 Description of key impacts, risks, and opportunities



– Approach for identifying the key issues (areas of action):

A strategic goal of Fraport is to generate value over the long term. In this context, the Materiality Matrix makes a contribution to recording key issues relevant to sustainability. It also contributes to assessing the future opportunities and risks for the company and adopting a controlled approach to dealing with them. Derived from the Group Strategy (see indicator 1.1) and the Agenda 2015 (see indicator 1.1), Fraport drew up a Materiality Matrix for the first time in 2010 which records the most important areas of action for the future development of the Group. For the approach adopted in the development of the Materiality Matrix see [“Materiality Matrix”](#).

– Opportunities/risks:

For a description of the opportunities and risks see [“Opportunities and risks”](#)

Information on the opportunities and risks of the company are explained in the opportunities and risks report of the [Annual Report 2012](#).

– Targets and measures (Sustainability Program):

A comprehensive overview of all the issues including the associated targets and measures is provided in the Sustainability Program (see [“Sustainability Program”](#)).

– Positioning in the high-priority areas of action and approach to the opportunities and risks:

See [“Opportunities and risks”](#)

– Management (governance) of the opportunities/risks:

The targets and measures are adopted in the Sustainability Board. The Sustainability Program serves the Sustainability Board for purposes of monitoring and controlling (see [“Organizational structure”](#)).

Within the framework of validation in conformity with EMAS, Fraport AG is certificated with conformity with statutory regulations, a systematic approach to corporate environmental protection, a continuous improvement in environmental performances, and provision of information to the general public about its environmental impacts and performances. Since 1999, the information has been provided in an Environmental Statement published on a regular basis. Comprehensive Environmental Statements are published every 3 years. In the interim, we report on annual progress in abridged Environmental Statements.



## Organizational Profile

### 2.1 Name of the organization



Fraport AG



### 2.2 Primary brands, products, and/or services



– Brand: Fraport AG has a profile in the marketplace under the brand “Fraport”.

– Products and services: see [“Profile”](#)

– Operating limits: Fraport AG has an integrated business model. All products and services are exercised by Fraport AG and its subsidiary companies. All products and services are provided by Fraport AG and the subsidiary companies.



### 2.3 Operational structure



– Structure: <http://www.fraport.com/content/fraport/en/the-fraport-group/about-us/management—organization.html>

– Subsidiary companies and investments: <http://www.fraport.com/content/fraport/en/the-fraport-group/fraport-worldwide/subsidiaries-investments.html>

– Airports: <http://www.fraport.com/content/fraport/en/the-fraport-group/fraport-worldwide/our-airports.html>

– Consulting: <http://www.fraport.com/content/fraport/en/the-fraport-group/fraport-worldwide/consulting.html>

## 2.4 Location of organization's headquarters

– Headquarters: Frankfurt/Main

## 2.5 Number of countries where the organization operates

– Number of countries: 12

– Countries: see “[Profile](#)”

## 2.6 Nature of ownership and legal form

– Legal form: Fraport AG is a public company limited by shares (Aktiengesellschaft) in accordance with German law.

– Ownership: The shares in the company are listed on the Frankfurt Stock Exchange and are included in the MDAX, the index for medium-sized German joint-stock companies. On account of the stakes held by the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH, and the consortium contract between these two companies, Fraport AG is a company controlled by these shareholders. (See [basic data & shareholder structure](#)).

– Regulatory framework conditions: Fraport AG is a public company limited by shares (Aktiengesellschaft) in accordance with German law. The shareholder structure can be seen by going to [basic data & shareholder structure](#).

## 2.7 Markets

– Markets: see “[Profile](#)”

– Destinations: see “[Destinations Frankfurt Airport](#)”.

– Customers: 40 million consumers live in the catchment area of 200 kilometers around Frankfurt Airport. The airport is in the conurbation area of the Frankfurt/Rhine-Main Region.

– Business activities without direct link to air travel:

- 1) [Airport retailing](#)
- 2) [Real estate management](#)
- 3) [Parking management](#)
- 4) [Energy and utility supply](#)
- 5) [IT-Services](#)
- 6) [Airport advertising](#)

The markets served by us do not differ in terms of the types of customers served. A corresponding breakdown is therefore not possible

Classification by number of airline customers is not possible with the available data collection methods.



## 2.8 Scale of the organization



The following data apply to the Fraport Group for 2012:

- Number of employees in the Fraport Group (31.12.2012): 22,276
- Number of all staff who work at the airport: around 78,000 (including Gateway Gardens & The Squire)
- Revenue: 2,442.0 million euros
- Total assets 9,640.6 million euros
- Shareholders' equity: 2,945.5 million euros
- EBITDA: 850.7 million euros
- Group result: 251.6 million euros
- Quantity of products and services: <http://www.fraport.com/content/fraport/en/our-expertise.html>
- Size of the airport site: 21 km<sup>2</sup>

The take-off and landing runway system at Frankfurt Airport comprises four runways, of which three run parallel in the direction east-west and one is aligned in the direction north-south:

- Center runway: 4,000 meters long
- Take-off and landing runway south: 4,000 meters long
- Take-off runway west: 4,000 meters long
- Landing runway north-west: 2,800 meters long

The operating direction depends on the wind direction and wind strength.

- Minimum Connection Time: 45 minutes
- Number of aircraft movements: 482,242
- Number of airlines which have flown to the airport during the period under review: 158
- Number of destinations that were flown to during the period under review: 408

See also [Annual Report 2012](#), p. 47 and p. 77 ff



## 2.9 Significant changes regarding size, structure, or ownership



See [Annual Report 2012](#), p. 37 and p. 88 ff



## 2.10 Awards received



See "[Indexes, awards & memberships](#)"



### Report Parameter

## 3.1 Reporting period



See "[Publication cycle and reporting periods](#)"



### 3.2 Date of most recent previous report



See ["Publication cycle and reporting periods"](#)



### 3.3 Reporting cycle



See ["Publication cycle and reporting periods"](#)



### 3.4 Contact point for questions regarding the report



See ["Imprint"](#)



### 3.5 Process for defining report content and stakeholders



– Identification and prioritization:

The selection and weighting of the issues presented in our Sustainability Report are carried out on the basis of the principles formulated in the Global Reporting Initiative (completeness, materiality and inclusion of stakeholders). The material issues are identified and prioritized in the Materiality Matrix. See also ["Reporting contents and stakeholders"](#) und ["Materiality Matrix"](#).

– Inclusion of stakeholders:

The key issues are developed in dialog with stakeholders. The results of these dialogs are included periodically in the development of the Materiality Matrix. See ["Materiality Matrix"](#).

– Validation:

The completeness and quality of the report are regularly audited in the ranking of sustainability reports by the Institute for Ecological Economy Research – [IÖW/future Ranking](#). The conclusions drawn by Fraport from the ranking are included in the conceptual approach of the subsequent report.

See also ["Our stakeholders"](#)



### 3.6 Boundary of the report



See ["Scope of reporting"](#)



### 3.7 Limitations on the scope of the report



We communicate the information that is necessary in order to be in a position to assess the performance of the Fraport Group on the route to sustainable development for the scope defined in the period under review in the report. This primarily includes all material ecological and community/social impacts of the organization. The economic performances of the Group are only outlined in the Sustainability Report, comprehensive information on this area is included in the [Annual Report 2012](#).

More extensive information on our environmental impacts is included in our [Environmental Statements](#) within the scope of EMAS certification.



### 3.8 Joint ventures, subsidiaries, outsourced operations



The information in the Sustainability Report includes all companies which we have included in the group of consolidated companies for purposes of financial reporting at the relevant balance sheet date. The consolidated financial statements included the parent company Fraport and all the affiliated companies in full as well as including proportionately any joint-venture companies. Associated companies are valued at equity in the consolidated financial statements. We draw attention to any deviations which we believe should be regarded as material for the assessment of the performance.

See also ["Principles of reporting"](#)



### 3.9 Data measurement techniques



See ["Data collection"](#)



### 3.10 Re-statements of information provided in earlier reports



The Group personnel indicators for the years 2010 and 2011 were partly adjusted retrospectively on account of deviations in consolidation (see ["Personnel"](#)). This is noted appropriately in the footnotes for the relevant cases.



### 3.11 Significant changes from previous reporting periods



– Scope and limits of reporting: No changes

– Measuring methods: From 2012, the environmental indicators will be collected by the same methods as those used for the financial and personnel indicators (see ["Data collection"](#)).

– Changes in the group of consolidated companies: see [Annual Report 2012](#), p. 88 ff



### 3.12 GRI Content Index



This document.



### 3.13 External assurance for the report



See ["Independent opinion"](#) and ["Auditor's Report on the financial statements"](#) (see [Annual Report 2012](#), p. 175 ff)



Governance, Commitments, and Engagement

### 4.1 Governance structure





In accordance with German legislation, Fraport is governed by a dual management system. The Executive Board manages the company with responsibility for sustainable growth in the interests of the company, i.e. taking account of the requirements of the shareholders, its employees and the other stakeholder groups associated with the company. The Executive Board develops the strategic direction of the company, defines it together with the Supervisory Board and ensures implementation. The Executive Board is responsible for compliance with the statutory regulations and internal company guidelines and ensures compliances within the Group. The Executive Board also ensures appropriate risk management and risk controlling within the company. The Supervisory Board appoints, monitors and advises the Executive Board. Fundamental decisions for the company require the consent of the Supervisory Board. The Supervisory Board has 20 members and has equal shareholder and employee representation. The shareholder representatives are appointed by the shareholders at the Annual General Meeting. The employees are elected by the employees in accordance with the regulations of the Co-determination Act. The period of office is five years. More detailed information on the individual members of the Supervisory Board, the composition and work of the committees is provided in the Annual Report 2012 (see [Annual Report 2012](#), p. 18 ff). A list compiled by the Supervisory Board relating to diversity aspects is provided in the section "[Indicators & Facts](#)"

## ***4.2 Independence of the Chair of the highest governance body***

The Chair of the Supervisory Board is not a Member of the Executive Board.

## ***4.3 Independent members of the highest governance body***

This information is only necessary for organizations without a Supervisory Board. Fraport AG has a Supervisory Board under German legislation for joint-stock companies.

## ***4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body***

The employees have equal representation with employers in the governance body of the Supervisory Board pursuant to German legislation. The Supervisory Board has a separate Human Resources Committee. The function of the Human Resources Committee is to prepare resolutions pertaining to human resources. The employee representatives on the Supervisory Board can make recommendations to the Executive Board. Recommendations can also be made to the Executive Board through the system of Works Councils.

The shareholders of Fraport AG assert their voting rights in the company and their right to voice their opinions at the Annual General Meeting. In the run-up to the Annual General Meeting, shareholders are informed about the business developments and the agenda for the meeting. During the year, the shareholders receive the latest information about the company through interim reports and additional publications on the home page. The representatives of the shareholders and employees prepare for each meeting of the Supervisory Board, as necessary with members of the management. The members of the Executive Board take part in the meetings of the Supervisory Board, unless the Supervisory Board decides in individual cases to meet in the absence of the Executive Board.

The Supervisory Board is regularly informed in each of its meetings by the Executive Board about the economic, ecological and social performance. This takes place due to the obligation arising from Article 90 Stock Corporation Act (AktG) which commits the Executive Board to informing the Supervisory Board about the economic development on a regular basis. These discussions also regularly address the company-specific environmental issues. Social issues are generally addressed in advance in the Human Resources Committee so that they can be presented to the Supervisory Board in the context of regular items on the agenda.

See also [Annual Report 2012](#), p. 18 ff

## ***4.5 Linkage between compensation for members of the highest governance***

## **body, senior managers, and executives and the organization's performance** +

The compensation of the Executive Board of Fraport AG was linked more firmly to longer-term criteria in 2010 and meets the requirements defined by the Act on Appropriateness of Management Board Compensation (VorstAG). In 2010, the salary structure of the executive employees was also adjusted accordingly. Detailed information on remuneration, also for the Supervisory Board, is included in the Remuneration Report in the Annual Report 2012 of Fraport AG (see [Annual Report 2012](#), p. 18 ff)

Since 2009, sustainability has been incorporated within the new compensation system for the Executive Board. In 2010, the salary structure of executive employees was also adjusted appropriately. The new compensation structure has been designed for the long term with assessment principles covering several years and the possibility of a ceiling for extraordinary developments. The pay structure is therefore geared more strongly than previously to the long-term and sustainable development of the company. Parts of the remuneration are linked to longer-term criteria of employee satisfaction, employee development and customer orientation. The parameters are defined by employee and customer surveys and the future development of jobs.

### **4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided** +

The approach to conflicts of interest is dealt with in the [Fraport Corporate Governance Code](#) (see p. 10, subitem 4.3 und p. 16, subitem 5.5).

According to the Corporate Governance Code, the Members of the Executive Board are subject to a comprehensive prohibition on competition during their activity for the company. Members of the Executive Board and staff members must not in connection with their activity request or accept payments or non-cash benefits for themselves or for other persons from third parties, and they must not grant unjustified advantages to third parties. The Members of the Executive Board have an obligation to act in the interests of the company. No Member of the Executive Board may pursue personal interests when they take decisions and make use of business opportunities which rightly belong to the company for their own personal interests. Each Member of the Executive Board must immediately disclose any conflicts of interest to the Supervisory Board and must inform the other Members of the Executive Board about any such conflicts. All transactions between the company on the one hand and persons related to them or any companies with close personal relationships to them must be conducted on an arm's-length basis at standard commercial conditions for the sector. Transactions between the company and the Members of the Executive Board can only be concluded by the Supervisory Board. Significant other transactions (i.e. any transactions between Members of the Executive Board and any other Group companies, and between the company and persons related to the Members of the Executive Board or companies with close personal relationships to them) require the consent of the Supervisory Board. Members of the Executive Board may only take on part-time activities outside the company, in particular memberships of supervisory boards, with the consent of the Supervisory Board.

Each Member of the Supervisory Board has an obligation to act in the interests of the company. No Member of the Supervisory Board may pursue personal interests when they take decisions and make use of business opportunities which rightly belong to the company for their own personal interests. Each Member of the Supervisory Board must immediately disclose to the Supervisory Board any conflicts of interest, which may arise as a result of a consultancy or governance-body function with customers, suppliers, lenders or any other business partners. The Supervisory Board will then submit a report informing the Annual General Meeting about any conflicts of interest which have occurred and the measures that were taken to remedy them. Material and not just temporary conflicts of interest in the person of a Member of the Supervisory Board will lead to the termination of the office. Contracts with consultants and other contracts for services of a Member of the Supervisory Board with Fraport AG require the consent of the Supervisory Board.

### **4.7 Qualifications and expertise of the members of the highest governance body, including any consideration of gender and other indicators of diversity** +

The structure of the management and governance bodies of Fraport AG is based on German joint-stock legislation. The Supervisory Board meets at least four times a year. Once a year, it reviews the efficiency of its activity. This enables

issues to be identified that require the initiation of individual career development measures. For further information see [“Statement on Corporate Governance”](#) pursuant to Article 289a German Commercial Code (HGB) and the Corporate Governance Report in the Annual Report 2012. When proposals for election of the Supervisory Board members are considered, emphasis is placed on Supervisory Board members having the necessary know-how, skills and specialist experience to carry out the functions properly. They must also have the appropriate level of independence. The Supervisory Board has also been addressing the issue of “Diversity” in a more in-depth approach. In 2010, it already passed resolutions on this matter which affect the company in general and the composition of the Executive Board and the Supervisory Board themselves (see [Annual Report 2012](#), p. 35 and p. 18 ff).

#### **4.8 Internally developed statements of values, codes of conduct, and principles**

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized standards for goods and responsible corporate conduct.

In 2003, Fraport introduced a Values Management System based on fundamental values, such as probity, integrity, trustworthiness, responsibility, transparency and fairness. A document entitled “Values Management System” defines the aspiration to conduct of integrity within the framework of compliance with statutory legislation and loyalty to the interests of the company, and provides clearly defined rules of conduct for dealing with gifts and favors. Since 2005, this document has been a central element of the Compliance Management System. As such it has been a constituent element of the employment-contract agreement of employees and managers at the parent company in Frankfurt and at the majority shareholdings.

In 2007, Fraport made a commitment to the UN Global Compact principles. Following on from these standards, we decided in 2012 to develop the content of the Values Management System which had been primarily focused on anti-corruption measures up to that point. The new Codes of Conduct for Employees and Suppliers are a constituent element for the realignment of values-based compliance (see [„New Codes of Conduct for Employees and Suppliers”](#)). These are being gradually introduced in the Fraport Group from 2013.

Fraport has different management systems which support responsible corporate governance. They are incorporated under the umbrella of the Integrated Management System (IMS). This includes environmental, job-safety, and quality management. Since 2012, the Integrated Fraport Risk and Compliance Management System (FRisCo) has existed alongside the IMS (FRisCo) (for more information see [“Management systems”](#)).

The Environmental Policy of Fraport AG has been adopted and signed by the Executive Board of the company. It is therefore binding on the whole Group. This policy commits Fraport AG to adopt an environmentally compliant approach for all the business activities it is involved in at all its sites (for further information see [„Other publications”](#)).

The Group company agreement entitled “The Conduct of Partnership, Diversity and Equality at the Workplace” defines the principles for antidiscrimination, equal opportunities, the advancement of women into management positions and diversity for Fraport. These principles are a key element for decision-making on personnel appointments, training measures, organizational changes and structuring work time.

“We show the flag: Fraport Management Principles.” The Fraport management principles are based on vision and corporate goals and define the management ethos at Fraport AG. All managers are committed to these principles.

#### **4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance**

The Executive Board takes responsibility for monitoring and managing the issues relevant to sustainability through the Sustainability Board established within the organization. The Sustainability Board develops the Sustainability Program. The annual survey on the success of measures and findings from our stakeholder dialogs form the basis for this program (see [“Organizational structure”](#)). The Executive Board develops the strategic direction of the company and defines it together with the Supervisory Board. The status of implementation of the strategy is discussed with the Supervisory Board at regular intervals.

#### **4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance**

The Supervisory Board meets at least four times a year. Once a year, it reviews the efficiency of its activity (see ["Corporate Governance Report"](#) according to Article 289a German Commercial Code (HGB) and the "Report of the Supervisory Board" in the [Annual Report 2012](#)).

#### **4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization**

Fraport actively looks for opportunities and embraces them if the magnitude of the projected benefits and the exposure to risks are in a reasonable relationship. A controlled approach to risks is the primary goal of risk management (see ["Governance"](#)).

Furthermore, our business model supports a precautionary approach when dealing with environmental problems while also taking into account aspects such as the cost efficiency, economic feasibility and sustainability of our environmental programs (see ["Climate protection"](#)).

A range of comprehensive measures directed toward preventive health and safety are designed to avoid the physical, psychological and social forms of stress that employees experience at work as far as possible. If stress cannot be avoided, the preventive measures are intended to reduce or compensate for it (see ["Occupational health and safety"](#)). The Executive Board and the employees have formulated a statement of principles on occupational health and safety and incorporated it into the Group guidelines.

Security is a key condition for air traffic. This principle applies equally to passenger traffic and airfreight. This is why security management has always been a top priority at Fraport. Increasingly advanced technologies and more and more personnel are being deployed at Frankfurt Airport to guarantee the security of passengers, baggage and cargo. The security of people working at the airport is also a top priority. The Security Management System (SMS) at Fraport AG is an instrument set up in conformity with the ICAO standards and recommendations. It records and evaluates all events relevant to security in airport operations and potential weak points in the operating processes. The SMS is directed toward all users at Frankfurt Airport, the relevant processes, procedures and responsibilities are defined in a manual accessible to all internal personnel (see ["Security and safety in air traffic"](#)).

#### **4.12 Externally developed charters, principles, or other initiatives**

– Voluntary initiatives (selection):

Fraport AG has made a commitment to compliance with the most important internationally recognized codes of conduct to promote responsible corporate governance at all Group sites – the principles of the UN Global Compact (since July 2007), the OECD principles and the ILO core labor standards.

In addition, Fraport signed the Business Conduct Rules of the biggest European purchasing association, the German Association of Materials Management, Purchasing and Logistics (AMMPL) in 2009. The guideline is based on the principles of the UN Global Compact and includes fundamental anti-corruption rules, antitrust agreements, rules on child labor and forced labor, and compliance with human rights, environmental protection and health promotion, and fair working conditions. The companies signing up to the agreement have made a commitment to promoting the "Business Conduct Rules" with their suppliers with the best possible effectiveness.

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized principles for good and responsible corporate conduct. The Fraport Code also includes the essential rights of the shareholders who provide the company with the necessary equity capital and bear the entrepreneurial risk. The Fraport Code is firmly based on the German Corporate Governance Code.

Equal opportunities, diversity and getting the work-life balance right for career and family are key elements of our employment policy. Fraport signed the Charter of Diversity in December 2007 (for further information see ["Diversity"](#)).

Since 2002, Fraport has been a member of [Transparency International German Chapter](#).

Fraport participates in Airport Carbon Accreditation (ACA), a program of ACI Europe with the objective of persuading the maximum number of European airports to adopt CO2-neutral operation. Frankfurt Airport was the first airport to be assessed on the basis of the rules of the ACA and was included in the program in 2009. By the end of 2010, 29 other airports were accredited and at the end of 2012, 65 airports had received accreditation. The highest level of 3+ can be reached in four stages. In 2011, Frankfurt Airport was accredited to Level 3 and Antalya was accredited to Level 2. Antalya was accredited to Level 3 in 2012 (see ["Best Practice examples"](#) and ["Worldwide sites > Antalya > Environmental protection"](#)).

– Mandatory initiatives:

Reporting is in accordance with the principles of the International Accounting Standards Board (IASB). As the capital-market oriented parent company of the Fraport Group, Fraport AG must prepare its consolidated financial statements in accordance with IFRS Reporting.

see also ["Indexes, Awards and Memberships"](#)

#### 4.13 Memberships



Fraport pursues its interests through membership of the industry organizations [Task Force for German Commercial Airports](#), Airports Council International (ACI) [Europe](#) and [World](#). Fraport is also a founding member of the [Federation of the German Air Traffic Industry](#). BDL focuses on the importance of air traffic as an economic factor for Germany and has defined its target as highlighting its contribution to safe mobility, climate and environmental protection. We are working together with the bodies there to prepare positions on the issues of air traffic. They also include positions on projected legislation and political initiatives (for more information see section ["Our stakeholders"](#) and ["Stakeholder commitment Fraport AG"](#)).

#### 4.14 List of stakeholder groups



Our principal stakeholder groups are: finance and capital market, Supervisory Board, passengers and visitors, airline companies, employees and employee representatives, neighbors, community, business partners, politicians and government agencies.

#### 4.15 Selection of stakeholders



The stakeholder groups relevant to us were defined in the Sustainability Board. These groups should be selected and included. We seek a dialog with our business partners, our customers, and with politicians. We also seek dialog with our critics, particularly those people who live their lives near the airport and experience the negative impacts of aircraft noise. Last but not least, we are also dedicated to looking after more than 78,000 employees at the biggest workplace in Germany. As a large company, we bear direct social responsibility for some of these people and we have indirect social responsibility for the other people working here.

see also ["Dialog"](#)

#### 4.16 Approaches to stakeholder engagement



Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular

exchange of views with our stakeholder groups (for further information see [“Stakeholder-Engagement Fraport AG”](#)). The central functions of the Sustainability Board involves collating the information relating to specific areas and integrating the data systematically within the strategic process.

see also [“Dialog”](#)



#### **4.17 Key topics and concerns that have been raised through stakeholders**



– Approach to integration of the interests of the stakeholders:

The Stakeholder Dialogs give rise to concrete measures and fundamental aspects of strategic direction. Our strategic direction was developed in an interactive process including key stakeholder groups. The result was 17 areas of action which show that Fraport is taking a balanced approach to social, ecological and economic dimensions of corporate governance. Each of these issues is described by its position within the two dimensions “Relevance for Fraport” and “Relevance for Stakeholders”. An additional assessment of the significance trend was carried out in order to take account of the fact that the relevance of different issues can change with time.

– Resulting key issues:

The first Sustainability Program was derived from this Materiality Matrix in 2010. This focused on the areas of action with maximum priority:

- Safety and security in air traffic,
- Noise abatement,
- Climate protection,
- Customer satisfaction,
- Appeal as employer and
- Profitability of investments.

Over the course of 2011, targets and measures for all other areas of action were formulated:

- Air quality,
- Conservation of nature and resources
- Retaining and creating jobs,
- Occupational health and safety
- Compliance/governance,
- Procurement,
- Intermodality,
- Training and career development,
- Regional commitment and
- Sustainable construction.

In 2012, the Materiality Matrix was revised. During this process, the area of action sustainable construction was integrated in a different area of action. A comprehensive view of all the issues, including the associated targets and measures is provided in the [“Sustainability Program”](#).

– Implementation in communication:

The Sustainability Board of Fraport AG adopted the targets and measures at the end of 2011. The [“Sustainability Program”](#) is a key element of sustainability reporting. It allowed the interests of the stakeholders to be integrated in reporting.

## Economic Performance Indicators

Core indicator
  Additional indicator

Completely covered
  Partly covered
  No Information
  Not relevant for Fraport

### Management Approach EC

#### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the area of action "[Profitability/Investments](#)".

#### Policy:

Alongside our function of providing transport, the interest of our owners is safeguarding value and income over the long term, i.e. sustainable corporate development. We want to continuously increase the assets of Fraport, generate a reasonable return on the equity capital and generate the financial means that are necessary for financing future development. Target attainment is measured by various indicators such as value added, ROFRA (Return on Fraport Assets), sales and earnings. Fraport has been planning and controlling the development of the Group based on the principles of value-based management since 2001 with the objective of bringing about a sustainable increase in corporate value. Key measurement and control parameters of this strategy include "Fraport Value Added", which is calculated as the difference between the Cost of Capital for the company (Fraport Assets x Weighted Average Cost of Capital) and EBIT (for further information see [Annual Report 2012](#)).

#### Organizational responsibility:

The highest level in the organization, which takes responsibility for the economic performance, is the Chief Financial officer (CFO).

#### Context/Opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2012](#), p. 57 ff).

#### Aspect "Economic performance":

For information on the economic performance of the Group see [Finance](#) and [Owners](#).

The subsection "Business development 2012" in the Management Report of the Annual Report 2012 comprises the information about the business development in 2012 (see [Annual Report 2012](#), p. 37)

Information on the opportunities and risks for the company is provided in the Opportunities and Risks Report of the Annual Report 2012.

#### Aspect "Market presence":

Fraport AG operates on four continents as a full-service provider in airport management through investments and subsidiary companies (see "[Profile](#)" and "[Our Airports](#)")

#### Aspect "Indirect Economic Impacts":

The airport is an important economic factor for the Frankfurt/Rhine-Main Region. Thanks to its central location and the link with the airport, this region has been transformed into one of the most dynamic and most highly integrated international economic zones in Europe. Our economic value added benefits the various stakeholder groups in the company, for example staff members and shareholders. It is therefore a good benchmark for the community benefit of our business activities. 61 percent of our value added and the biggest share goes to our staff members in the form of wages, salaries and social benefits, around 15 percent each goes to our lenders and shareholders in the form of interest and dividends respectively. We support a wide variety of sports, social, cultural and ecological activities in the area surrounding Frankfurt Airport (see "[Value added for the Region](#)" and "[Value added](#)"). Wichtige Engagements,



meist auf sozialem Gebiet, werden auch von unseren Beschäftigten und unseren Konzerngesellschaften im Ausland geleistet ("[Worldwide sites](#)").

Reporting on airport services in regions where operation tends to be directed toward public rather than economic interests is not relevant for Frankfurt, because the corresponding services are not included in the portfolio of the company.

## ***EC1 Direct economic value generated and distributed***



See "[EC1 Direct economic value generated and distributed](#)"



## ***EC2 Financial implications due to climate change***



Fraport AG has implemented a Management and Controlling System in order to identify risks for business activity at an early stage, assess the risks, monitor them continuously and take consistent actions. The system is directed toward limiting risks to an acceptable level within the scope of the options available. The Executive Board maintains a total overview of key Group risks and reports to the Supervisory Board on that basis. Extensive information on this area is provided in the Annual Reports and Interim Reports of Fraport AG.

Physical risks at the airport associated with climate change are identified within the scope of EMAS (Eco-Management and Audit Scheme). The changes in weather conditions incurred by climate change, such as heavy rainfall and severe winds/storms could restrict capacities at the airport in certain cases.

The shortage of resources entailed by climate change will be increasingly important for the efficiency of managing air traffic. Frankfurt Airport is a very efficient hub in many ways. One of the factors for efficiency is the high volume of air traffic that is managed in a comparatively small area. Out of the hub airports with a comparable traffic volume, Frankfurt Airport ranks among the smallest and this is an important issue in relation to protection of biodiversity in an urban conurbation like the Frankfurt/Rhine-Main Region.

Another efficiency benefit of air-traffic hubs like Frankfurt is seamless coordination of flight connections delivering numerous ecological advantages. Fewer point-to-point connections are required and this enhances capacity utilization of aircraft. More wide-bodied aircraft can be used and the balance between performance/emissions/noise is significantly better than in small aircraft. Another advantage is the possibility of combining passenger and airfreight transport. Around half of the airfreight in Frankfurt is transported as co-loaded freight on passenger flights. Continuous optimization of ground processes and the use of energy-saving equipment and vehicles also contribute to increasing efficiency.

Fraport is joining forces with partners to develop Frankfurt Airport into "Frankfurt Airport City" – an outstanding mobility and real-estate location. Our real-estate and floor-space development is based on erecting energy-efficient buildings and enhancing the energy efficiency of existing buildings. The companies based here benefit from short routes within Airport City as well as being connected to an excellent traffic infrastructure network. The intermodal traffic hub in Frankfurt is connected to all transport systems: rail, road and even waterways on which a large proportion of the fuel required can be transported. The direct connection to the high-speed rail network and regional transport allows short-haul flights within Germany to be transferred to rail. A large proportion of passengers (41.6 percent) already go by rail when traveling to and from the airport.

A statement on the financial effects of climate change is not possible.



## ***EC3 Coverage of the organization's defined benefit plan obligations***



The scope of the company's social benefits and welfare expenses for employees is presented under "[Indicators](#)".

All employees working for the Fraport parent company under collective agreements are insured with the supplementary pension scheme (ZVK) Wiesbaden from the time they start working for the company. All employees receive a supplementary pension under the collective payscale rules. The employer is responsible for financing most of this

insurance. Furthermore, employees can top up their company pension plan by making their own contributions through salary conversion. Fraport also provides employees with a series of non-payscale benefits, ranging from the Job Ticket for free public transport between home and work, through the family service, to company health management (for further information see "[Working conditions and co-determination](#)" und "[Worldwide sites > Lima > Employees](#)").

See also [Annual Report 2012](#), p. 111 ff

#### **EC4 Significant financial assistance received from government**



Fraport has not received government grants and subsidies. Fraport AG is a joint-stock company under German law. The share is quoted on the Frankfurt Stock Exchange and is included in the MDAX, the index for mid-sized German companies. The stakes held by the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH, and the consortium agreement between these two stakeholders mean that Fraport AG is controlled by these two entities (for further information see "[Owners](#)" und "[Indicators](#)").

#### **EC5 Range of ratios of standard entry level wage compared to local minimum wage**



Frankfurt Airport is defined as a significant business site, since 90 percent of the employees in the Group work at this site. There are collective payscale agreements in virtually 100 percent of all the Group companies. These agreements exceed local minimum wage standards (see "[Worldwide sites](#)"). In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity.

#### **EC6 Practices of spending on locally-based suppliers**



Frankfurt Airport is defined as the significant business site and the Frankfurt/Rhine-Main Region is defined as local. In 2012, Fraport AG awarded orders to companies with a total volume amounting to some € 733 million. 51 percent of all purchase orders amounting to a volume of more than € 465 million were awarded to contractors in the Frankfurt/Rhine-Main Region. More than 81 percent of all orders were below an order volume of € 10,000 and are therefore to the particular advantage of small and medium-sized companies. On account of the legal requirements for the airport operator as a sector contracting entity, it is not possible for Fraport AG to show preference to companies located in the immediate vicinity or within the area when awarding contracts.

Significant factors for selection of suppliers include the following principles for awarding orders based on Article 97 Act against Restraints on Competition (GWB):

- Competitive principle (The maximum number of bidders should be given the opportunity to offer their services in a formalized procedure)
- Transparency principle (All bidders should be provided with the same information. The selected procedure must not be changed in an ongoing commissioning procedure)
- Equality principle/Prohibition on discrimination (All bidders should be treated equally)
- Offer based on batch allocation (Major orders should be allotted in specialist batches and sub-batches, in order to give small and medium-sized companies the opportunity to submit bids within the scope of their capacity)
- Principle of profitability (The contract should be awarded to the most cost-effective order)

#### **A01 Passengers**



See "[Indicators](#)"

The Group airports were not able to provide information on the local, connecting and transit passengers. We would like to address this issue over the medium term.



## ***AO2 Aircraft movements***



See ["Indicators"](#)



## ***AO3 Cargo tonnage***



Siehe ["Indicators"](#)



## ***EC7 Procedures for local hiring***



Frankfurt Airport is defined as a significant business site, since 90 percent of the employees in the Group work at this site. Fraport has no corporate policy covering the entire organization and does not implement a procedure for preferring local residents in recruitment. In foreign subsidiary companies, employees from within the country are generally employed on account of the specifics of the business. Only a small number of managers are seconded from the parent company.



## ***EC8 Infrastructure investments and services provided primarily for public benefit***



As an operator of the German airport with the biggest volume of traffic, we have a particular commitment to the Frankfurt/Rhine-Main Region. We have a strong track record over many years of contributing to a wide variety of sporting, social, cultural and ecological activities. These include donations and sponsoring for numerous clubs, cultural activities, charitable organizations and educational institutions. For further information see ["Voluntary engagement"](#). You will find an overview of the outgoings for donations, sponsoring and the Environmental Fund under ["Indicators"](#).

An investigation into the needs of the community in order to establish the concrete packages required was not carried out during the reporting period.

Our employees at our Group sites abroad also engage in volunteering, see [Antalya](#), [Lima](#), [Varna](#) and [Burgas](#).



## ***EC9 Indirect economic impacts***



The airport is an important economic factor for the Frankfurt/Rhine-Main Region. Thanks to its central location and the link with the airport, this region has been transformed into one of the most dynamic and most highly integrated international economic zones in Europe. A workforce of some 78,000 employees makes the airport Germany's biggest workplace. Analyses assume that each workplace generates more than twice as many workplaces in the surrounding region. The number of jobs at the airport has doubled in the last two and a half decades. 10,000 jobs have been added in the last decade alone. We also generate additional employment in the region. In 2012, Fraport AG awarded orders to companies with a total volume amounting to some € 300 million, to the particular advantage of smaller companies mostly based in the Frankfurt/Rhine-Main Region. These orders enable Fraport to indirectly support an estimated 25,000 jobs in the commissioned companies. In 2013, the orders to companies in the region will remain at a similar high level. This is complemented by the economic power of some 500 companies based at the airport. The tax volume generated by the "Airport corporate complex" contributed to financing public services such as schools, sports facilities, hospitals, universities and social services

See also [“Retaining and creating jobs”](#), [“Value creation”](#) and [“Airport Expansion”](#).

The airport is also important for the entire Federal Republic of Germany because the German economy is mainly dependent on exports. Many companies rely on short delivery times and fast turnover of goods, in order to be in a position to operate successfully in global markets for sourcing and sales. Frankfurt Airport plays a pivotal role for Germany.



## Ecological Performance Indicators



### Management Approach EN

#### Targets and performance

See ["Sustainability Program > Environment"](#).

#### Policy:

see [Environmental Statement 2011](#), Section "Environmental Policy", p. 9

#### Organizational responsibility:

The highest level in the organization, which bears responsibility for environmental aspects, is the Chairman of the Executive Board.

#### Training courses and awareness measures:

The Central Unit Personnel Services (PSL) is responsible for training and career development of employees, environmental auditors and managers on environmental issues. This unit also carries out the statutory training courses in the area of hazardous goods transport and radiation protection. See [Environmental Statement 2011](#), Environmental Policy, p. 9

#### Monitoring and tracking:

Since 1999, Fraport at Frankfurt Airport has been regularly validated in conformity with EMAS. Since 2002 it has also been certified in conformity with ISO 14001. Furthermore, the majority shareholdings with relevant environment impacts (FCS, N\*ICE) at Frankfurt Airport have been validated in conformity with EMAS. Lima Airport and the terminal operation in Antalya have been certified in conformity with ISO 14001. Varna and Burgas Airports have introduced environmental management systems.

#### Aspect "Materials":

Our comprehensive environmental management encompasses the aspect resource conservation. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001.

For further information see [Environmental Statement 2011](#), Environmental Policy of the Fraport Group, p. 9.

Environmental Management Systems exist in all other airports where Fraport holds a majority shareholding. The systems at the Lima and Antalya sites are also certified in conformity with ISO 14001 (see ["Management systems"](#)).

Other materials used can be found under ["EN3 Direct energy consumption"](#), ["EN8 Total water consumption"](#) and ["AO6 Airfield surfaces and deicing agents"](#) zu finden.

#### Aspect "Energy":

Our comprehensive environmental management encompasses the aspect energy efficiency. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. For further information see [Environmental Statement 2011](#), Environmental Policy of the Fraport Group, p. 9.

Environmental Management Systems exist in all other airports where Fraport holds a majority shareholding. The systems at the Lima and Antalya sites are also certified in conformity with ISO 14001 (see [“Management systems”](#)).

Measures are described under [“Climate protection”](#) and in the [“Sustainability Program”](#).

#### **Aspect “Water”:**

Our comprehensive environmental management encompasses the aspect water. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. For further information see [Environmental Statement 2011](#), Environmental Policy of the Fraport Group, p. 9.

Measures are described under [“Conservation of nature and resources”](#) and in the Sustainability Program Section [“Conservation of nature and resources”](#). Indicators are presented under AO4 “Quality of storm water” (see [“Environment”](#)).

Fraport treats precipitation water to provide service water: Fraport operates two rainwater treatment plants which are located on the site of CargoCity South and in Terminal 2. When rainfall is low, treated water from the River Main is fed into the system. The service water is conducted along separate supply networks into the areas of sprinkler systems, WC flushing and watering of landscaped areas. There is a complete service-water supply system in CargoCity South. In the north of the airport, Terminals 1 and 2 are supplied with service water. The supply of service water in Terminal 1 and the neighboring office buildings are currently still undergoing expansion.

#### **Aspect “Biodiversity”:**

Our comprehensive environmental management encompasses the aspect biodiversity. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001.

Fraport has a “Wildlife Management” system. Collisions with large and heavy birds or flocks of birds are a particular hazard for aircraft. Since approximately 90 percent of bird strikes occur near airports, the aircraft operator has an obligation to minimize this risk. Contrary to the situation at other international airports, Frankfurt does not focus on driving birds away but relies on a special system of biotope management. The objective is to structure the airport site and its environment such that birds are not attracted there in the first place and opportunities for breeding, resting and feeding are avoided at the outset. A Wildlife Control Manual regulates measures, responsibilities and information pathways which are primarily directed toward reducing the potential risk of bird strike. A Bird Strike Officer has been appointed specifically dedicated to the issue of bird strike at the airport. “Bird Control” is operated throughout the day on the airport site and in the area surrounding the airport. The functions of Bird Control include regular bird surveys and documentation of the results, general monitoring of the airport site to identify any occurrences of birds relevant to aircraft safety, and bird clearance. Management of landscaped areas plays a key role here. When species of shrub and tree are being selected, species attractive to birds, in particular those bearing berries are prohibited. Cultivation of long grasses (standard species height at least 20 cm) is a basic specification for grassland areas throughout the apron area to avoid attracting birds that breed on the ground. Areas of water that are permanently open are not allowed throughout the aircraft site and large areas that become covered in water have to be cleared. The Bird Strike Office from Fraport provides advice to the airport investments and helps to implement Wildlife Management systems there.

#### **Aspect “Emissions, effluents and waste”:**

At the Fraport parent company, the waste is disposed of by a Waste Management Department with specific responsibility for this. The emissions are recorded in an Environmental Department in the operating section Flight and Terminal Management. The operational management of waste is based with Retail and Leasing Management. Our environmental management comprises the aspects emissions, wastewater and waste. For further information see [Environmental Statement 2011](#), Organizational chart, p. 6 – 7, Air quality, p. 25 – 27, Wastewater p. 33 – 35, Waste p. 40 – 41. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. The guiding principle of Fraport waste management is to recycle or reuse unavoidable waste as much as possible. Frankfurt Airport separates waste including paper, glass, packaging waste (DSD green-dot waste) and residual waste. The collected waste is either fed into advanced sorting systems where any contaminants are separated out and the recyclable materials are then conveyed to the recycling plant or the recently modernized waste incineration power plant operated by the City of Frankfurt. The steam generated here by combustion is used for the production of electricity and district heating.

The hazardous waste created at Fraport is collected separately and channeled away for recycling as far as possible. If there are no options for recycling, this waste is fed to a suitable incineration plant for thermal recovery or disposed of by chemical or physical means in a suitable treatment plant. This also applies to material that has been confiscated in security. The statutory regulations are strictly applied for the waste imported on international flights. The precipitation water falling in winter is contaminated with biologically degradable deicing agents for the aircraft and airfield surfaces when snow falls or frost occurs. In future, precipitation water at Frankfurt Airport with a Chemical Oxygen Demand (COD) of 200 mg of oxygen per liter will be retained and treated in water-treatment plants.

For further information on reductions of emissions, wastewater and waste see [“Sustainability Program”](#).

An operational waste system exists at all Group airports where we have a majority shareholding. The waste is disposed of in the system in conformity with the statutory national regulations in the relevant country. The concrete disposal is also regularly inspected within the framework of certification at our airports in Antalya and Lima in conformity with ISO 14001.

#### **Aspect “Products and services”**

Our commitment to protection of the environment and environmental compatibility is directed toward preserving the natural conditions necessary for the maintenance of life. The focus of our actions is provided by measures to avoid, reduce and mitigate environmental impacts that arise or could arise as a result of the operation of the airport. Our environmental management is focused on the areas of noise abatement, climate protection, and biodiversity. We have defined strategic goals in our [Sustainability Program](#) and we pursue them in a range of different measures and projects, for example for [Climate protection](#), with our [Biodiversity strategy](#) and within the scope of our global environmental management (see [Environmental Statement 2011](#), p. 6). We are also continuing our efforts to promote noise abatement.

#### **Aspect “Compliance”:**

Compliance is part of our environmental management at Frankfurt Airport and this is validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. Compliance is also part of the environmental management systems implemented at Group airports where we have a majority shareholding. These systems at the Antalya and Lima sites are each certified in conformity with ISO 14001.

For more information see [“Management systems”](#).

#### **Aspect “Transport”:**

Intermodal traffic links generate additional traffic volume in competition with competing aircraft: The link to the high-speed rail network increases the catchment area compared with airports without a long-distance railway station. It enhances the hub function, increases passenger numbers and generates important competitive advantages for us. At the same time, the transfer from flight to rail traffic facilitates partial easing of capacity for air traffic. This means that slots (time windows for take-offs and landings) of short-haul flights, which have been transferred to rail, can be released for urgently needed European and intercontinental flights. The strategic networking of the airport with other carriers, also called intermodality, has a long track record extending back to the 1970s. At that time, the first underground station at a German airport was opened under the newly constructed Terminal 1 – today this is the airport regional station. When the AIRail Terminal was opened in 1999, the link was opened to the national and international long-distance rail network. The share of ICE traffic of total traffic for the passengers traveling to and from the airport rose by 3 percent in 1999 to around 20 percent in 2012. The share of total public transport was 23.6 percent in 1999. In 2012, 36 percent of originating passengers used rail transport to travel to and from the airport (metropolitan railway, regional trains, regional express, ICE, IC, long-distance trains). If buses are included, the share was 42 percent. The environment program of Fraport AG in 2008 projected a target value of 38.9 percent for the year 2020. This target was already attained some time ago (see [Environmental Statement 2011](#), p.23 ff.)

Most public transport at our other airports where we hold a majority shareholding is provided by the use of buses

You will find indicators on intermodality under [“Indicators & Facts > Indicators > Environment > Transport”](#).

#### **Aspect “Intermodality”:**

Information on intermodality was reported under the previous aspect “Transport”. Fraport is working to make the airport accessible to as many passengers and employees as possible with public transport by networking with other carriers – also known as intermodality. We are working very closely with other carriers to achieve this objective. For example in 2012, 36 percent of all originating passengers used the train to travel to and from the airport. If buses are also included, the share was 42 percent. The challenge is to retain this value despite the growing volume of passengers. Fraport employees are motivated to use public transport with the Job Ticket provided free of charge. This package was taken up by 30 percent of the workforce in 2012.



We are also optimizing the airfreight logistics chain at Cargo City from ecological and commercial perspectives and transfer of the airfreight feeder service from road to rail is also a priority. This is because the delivery and collection of airfreight is rising with increasing volumes – particularly using road-based transport. Handling the traffic volumes in and around the airport efficiently with minimum environmental impact means that all processes need to be increasingly coordinated between all the players involved. – cargo lines, freight forwarders, handling agents, customs, etc. Fraport has also launched a pilot project with a number of partners directed toward developing an IT-based Cargo Community System. In 2011, the transport flows were analyzed with a view to potential for optimization and the pilot project with full routine, everyday operation was started up at the beginning of 2012 (see [Environmental Statement 2011](#), p.23 ff.)

Most public transport at our other airports where we hold a majority shareholding is provided by the use of buses. The share of bus travel in the Group overall is 68 percent.

Indicators on intermodality are included under [“Indicators & Facts > Indicators > Environment > Transport”](#).

#### **Overall:**

The success of our company is measured by a number of factors including how we comply with our environmental responsibility in the air-traffic industry. This is why protecting the environment and the environmental compatibility of our activities are top priorities for us. The focus of our actions is provided by measures to avoid, reduce and mitigate environmental impacts that arise or could arise as a result of the operation of the airport. The Executive Board of Fraport AG adopted an Environmental Policy for the entire Group in spring 2008. This policy is based on the principles of the UN Global Compact. The policy commits Fraport to take an environmental approach in conducting its business activities at all the sites it operates. Fraport AG strives to protect the environment and guarantee safe and healthy working conditions for its employees. Our environmental management activities guarantee compliance with statutory legislation and regulations. It also fosters continuous progress on all environmental issues. As we strive to meet our responsibilities to the environment, we motivate our employees to take a responsible approach to natural resources at all our sites. Appropriate training measures support their actions. The long track record of experience enjoyed by Frankfurt Airport in environmental protection over many years provides a tangible benefit for all Group sites, for example in the form of training courses and technical support, including assistance on the ground. Our business model fosters a caring approach to environmental problems while also taking account of aspects such as the cost efficiency, economic feasibility and sustainability of our environmental programs. We work toward developing and disseminating environmental technologies by applying ecological criteria to the selection of products and services. We publish an annual Environmental Statement about our environmental activities and achievements. We make the Environmental Statement accessible to all our employees and other stakeholders. Our comprehensive system of environmental management focuses on the issues of noise abatement, climate protection and energy efficiency, intermodality, air quality and conservation of nature and resources with the issues of biodiversity, water consumption, wastewater, soil and ground water, hazardous goods and hazardous substances, and waste. Environmental management at Frankfurt Airport has been validated in conformity with the European Eco-Management and Audit Scheme (EMAS) since 1999. Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, have also received certification under the international environmental standard ISO 14001. The regular and comprehensive review expresses our conviction that an airport of our size can only be competitive and successful in the long term, if it transforms sustainable environmental policy into reality and make this transparent in the public domain see [Environmental Statement 2011](#) .

For targets and performance see [“Environment”](#).

#### **Aspect “Noise”:**

On its own responsibility, Fraport already introduced noise-related landing and take-off fees at Frankfurt Airport in 1993. In July, 2010, the noise components of airport charges were further differentiated. They now distinguish between twelve noise categories (2011 and 2012). This differentiation is particularly evident at night because an additional night surcharge is payable, irrespective of whether the aircraft movement takes place in the marginal nighttime hours (22.00 – 22.59 and 05.00 – 05.59) or during the night core time (23:00 – 04:59). Additional high charges are intended to form an economic incentive for the deployment of quieter aircraft and to transfer aircraft movements from the nighttime period to the day.

Already before the new Runway Northwest came into operation, flight procedures for reducing noise were being tested. The procedures had been developed by a group of experts, made up of representatives from the local communities, aviation companies, air traffic control, the airport (Fraport AG), politicians and academics, based in Forum Airport and Region (FFR). The aim of active noise abatement is to reduce the noise directly at the source, to decrease the noise emissions reaching the ground, in particular for areas subject to high-impact noise, and to achieve better distribution of noise pollution. The action plan comprises seven measures for reducing noise. These were expanded by a package of 19 measures signed on 29 February 2012 and entitled entitled “Together for the Region – Alliance for more Noise Abatement 2012” (<http://www.fraport.com/content/fraport/en/sustainability/aircraft-noise-infoservice/active-noise-abatement.html>). Fraport took responsibility for the development and implementation of the measures Dedicated

Runway Operations – DROps and raising the approach angle by 0.2 degrees within the scope of continuous cooperation in the expert committee.

The DROps procedure envisages bundling of take-offs on defined take-off runways or departure routes depending on the direction of operations. The overall objective is to create selective noise breaks and achieve a reduction in the noise nuisance to people living near the airport. The procedures were alternated with DROps being used on uneven dates and the conventional operating concept being used on even dates. This procedure was adopted in the period from 11 p.m. to 5 a.m. before the prohibition on night flights came into force. DROps “early morning” is the extension of the pilot operation to the period between 5 a.m. and 6 a.m. The trial operation started on 28 June 2012.

Raising the approach angle by 0.2 degrees compared with the previous angle increases the distance above the residential areas on the approach to the Runway Northwest and should result in a reduction of noise pollution. Fraport AG has equipped the Runway Northwest with two instrument landing systems for the approach angle 3.0 and 3.2 degrees. On approaches with a tailwind and poor weather conditions, the previous angle of 3.0 degrees should initially be retained. The necessary approvals still have to be obtained and verifications need to be provided that the increased approach angle does not put safe operation at risk. Trial operation started in October 2012.

Active noise abatement is supplemented by measures of passive noise abatement. On the basis of the Act for Protection against Aircraft Noise, the Hesse State Government enacted a Noise Abatement Zone Directive for Frankfurt Airport. This defines noise abatement zones. Furthermore, a comprehensive Regional Fund totaling some 265 million euros was set up to finance additional benefits providing private households and eligible public institutions with passive noise abatement measures. Funds are also being provided from the Regional Fund so that claims for passive noise abatement can be brought forward. This measure enables people entitled to reimbursement to submit their claims now rather than in 2016 (statutory date for claims). The budget is provided by the State of Hesse and by Fraport.

We have been measuring aircraft noise around the airport for more than 40 years. Fraport currently maintains 28 measuring stations and three mobile measuring stations. Even before the new Runway Northwest started up operations in October 2011, the new measuring stations MP 14 Hochheim and MP 44 Frankfurt Lerchesberg had already started operating. The results of the aircraft noise measurement and further information about flight operations, such as route configuration or the use of the relevant operating direction of the take-off and landing runways, are published on the Internet at [www.fraport.com](http://www.fraport.com).

Fraport AG is supporting a noise study initiated by the Environment and Neighborhood House (UNH) and given academic support by the Darmstadt Eco Institute. This study will record the effects of noise pollution on health over an extended period of time. Apart from a comparison with the situation at a number of other airports, the noise pollution emitted from road and rail traffic will be included in the analysis. Further information on noise abatement is included in the Sustainability Report 2012 in the section “[Noise abatement](#)” and in the Sustainability Program, Section “[Noise abatement](#)”.

## EN1 Materials used



Fraport is a service provider and not a manufacturing company. The consumables used are entered under AO6 “Aircraft and pavement deicing/anti-icing fluid”.

See “[AO6 Aircraft and pavement deicing/anti-icing fluid](#)”.



## EN2 Recycled input materials



Fraport is a service provider, not a manufacturing company. The materials include no recycling materials. No recycled consumables are currently supplied which would be useful from Fraport.



## EN3 Direct energy consumption



See “[EN3 Direct energy consumption](#)”.



## EN4 Indirect energy consumption



See "EN4 Indirect energy consumption".

The product offered by Fraport is a service which is quantified in terms of traffic units. One traffic unit is either a passenger with baggage or 100 kg of airfreight or 100 kg of mail. Expressed in simple terms, the product relates to the conveyance from landside to airside. The purchased energy is used to provide the service..



## EN5 Energy saved



See "Climate protection" and "EN5 Energy saved due to conservation and efficiency".



## EN6 Initiatives to provide energy-efficient or renewable energy based products



Significant measures to improve energy efficiency: energy savings for the existing portfolio of buildings and infrastructure, efficient energy use in new buildings, and reduction of energy consumption in the company's vehicle fleet (see [Climate protection](#)). The absolute quantity of energy saved under EN5 "Energy saved due to conservation and efficiency improvements" should be taken into account.



## EN7 Initiatives to reduce indirect energy consumption



Since autumn 2012, Fraport has gradually been introducing CO2 Controlling at the Frankfurt site. This is a controlling tool for measuring and managing energy consumption. It creates transparency, helps to reduce energy costs and hence to improve energy efficiency. This tool enables us to monitor whether the strategic CO2 targets are being attained and to identify irregularities at an early stage. At the same time, CO2 Controlling facilitates the reduction of investment risks and allows successes in implementation to be communicated within the company and in the public domain. The database is provided by the energy consumption data recorded in a highly nuanced approach for the parent company on buildings, systems or equipment. All energy sources, such as electricity, district cooling, district heating, gas and fuel for vehicles and fuel for combustion are taken into account. Planning and construction based on life-cycle cost is implemented when portfolio buildings are refurbished and energy efficiency is enhanced. This is also the case for new buildings. This results in optimization of life-cycle costs and hence energy savings in the early phases of planning. The absolute amount of energy saved under EN5 "Energy saved due to conservation and efficiency improvements" should continue to be taken into account.

The strategic networking of the airport with other carriers, also called intermodality, has a long track record at Fraport extending back to the 1970s. For example, in 2012 35.5 percent of all passengers used the train (ICE, long-distance and regional trains, or metropolitan railway) to travel to and from the airport. If all public transport is included, the share was 41.6 percent. The environmental program of Fraport AG in 2008 projected a target value of 38.9 percent for the year 2020. The challenge is to retain this value despite the growing volume of passengers. Fraport is working together with German Rail (DB) and Deutsche Lufthansa AG to maintain the target that has been set, with measures such as integrated travel packages and inclusion of air traffic in the network planning of German Rail. Fraport employees are motivated to use public transport with the Job Ticket provided free of charge. This package was taken up by 41.2 percent of the workforce in 2012. Journeys by passengers and employees to and from the airport are not the only trips to "go by rail". Plans are also being made to transfer cargo from road to rail. We are optimizing the airfreight logistics chain at Cargo City from ecological and commercial perspectives and transfer of the airfreight feeder service from road to rail is also a priority. This is because the delivery and collection of airfreight is rising with increasing volumes – particularly using road-based transport. Handling the traffic volumes in and around the airport efficiently with minimum environmental impact means that all processes need to be increasingly coordinated between all the players involved – cargo lines, freight forwarders, handling agents, customs, etc. Fraport has also launched a pilot project with a number of partners directed toward developing an IT-based Cargo Community System. In 2011, the transport flows were analyzed

with a view to potential for optimization and the pilot project with full routine everyday operation was started up at the beginning of 2012.



#### **EN8 Total water withdrawal**



See [“EN8 Total water withdrawal”](#).



#### **AO4 Quality of storm water**



See [“AO4 Quality of storm water”](#).

There are indicators for the precipitation water which correspond to the statutory values specified by the City of Frankfurt. Compliance with these values is regularly monitored by government agencies.



#### **EN9 Water sources affected by withdrawal of water**



The issue is irrelevant for Fraport AG and its investments in Germany on the one hand because of the favorable supply conditions for drinking water and on the other hand because of the comprehensive use of water-conservation technologies.



#### **EN10 Percentage and total volume of water recycled and reused**



There are no production processes at the airport from which process water can be recycled. Service water is shown under [“EN8 Total water consumption”](#).



#### **EN11 Location in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas**



A total area of owned land amounting to 22.44 square kilometers and an operational area of 18 square kilometers within that area means that based on area our airport in Frankfurt/Main is one of the most compact major airports in the world. By making optimum use of our operational area, we contribute to keeping the utilization of natural areas in the densely populated Frankfurt/Rhine-Main Region as low as possible.

Unoccupied areas at the airport are landscaped wherever possible.

The areas between the take-off and landing runways measure approximately 600 ha and they are arguably the biggest area of green space in the region which is not used for agriculture. Apart from a substantial proportion of land “minor biological value” (primarily sealed under road surfaces), the airport has large areas of land which are used by animals and plants as habitats. Smaller species of birds, such as wheatears, European stonechats or whinchats, can be regularly found there, and in spring natterjack toads and populations of frogs can also be seen.

Precise details can be found unde [“EN11 Land in or adjacent to protected areas of high biodiversity value”](#).



#### **EN12 Impacts on biodiversity**



The environmental impact audit at Frankfurt Airport verified that overall no sustainable negative impacts were caused to directly adjacent conservation areas. This has been verified since 2010 during the course of monitoring biotopes and species (see [“List of areas with measures”](#)).

### ***EN13 Habitats protected or restored***



When construction work is carried out at the airport, the objective is to exert minimum impact on the natural environment and the landscape. However, if areas of land have to be developed, mitigation measures are necessary. However, with the extensive and comprehensive ecological measures more than simple compensation is achieved (see [“List of areas with measures”](#)). Regular monitoring of fauna and flora is a constituent element of the plan approval notice and it outsourced to an external agency.

See also [Conservation of nature and resources \(Biodiversity\)](#) und [“Voluntary engagement \(Environmental Fund\)”](#).

### ***EN14 Strategies for managing impacts on biodiversity***



Our business activities and natural biodiversity can be harmonized. Areas that are close to nature and their inherent biodiversity are preserved and promoted as far as this is possible within the operational constraints. Any impairments are kept as restricted as possible. Where substantial impacts occur, at least equal mitigation or equivalent replacement is carried out and we ensure long-term preservation of function. Fraport has made a commitment to long-term preservation of biodiversity at Frankfurt Airport and has also decided to promote projects beyond the confines of the airport relating to the preservation of biological diversity in the Frankfurt/Rhine-Main Region and in Hesse through its Environmental Fund. Our Fraport Diversity Strategy” presented here explains our principles on this important and complex matter. It also documents diversity projects at the airport and in the region which we are carrying out ourselves or funding with financial support. International agreements for protection of biodiversity, such as the Convention on Biological Diversity (CBD), European directives, such as the Fauna-Flora Habitat Directive, and the Bird Protection Directive, and national legislation, such as the Federal Nature Protection Act are important foundations in conjunction with the actions taken in our valuable areas of nature.

See also [“Biodiversity”](#) and [“Environmental Fund”](#).

### ***EN15 Red List species and national conservation list species***



The activities of Fraport AG and its subsidiaries companies do not generally entail any hazards for endangered species of plants or animals. Hazards of this nature only occur when the operational areas are expanded. In the European Union, an Environment Impact Assessment has to be carried out when this occurs and appropriate mitigation or replacement measures have to be implemented.

Species on Germany's Red List of endangered species exist at Frankfurt Airport. Plants and animals which are endangered at other locations have settled on the areas between the take-off and landing runways or the taxiways due to the usage pattern. These areas of land in the operating areas very seldom experience human activity and the kind of visitor pressure in nature conservation areas accessible to the general public does not occur here.

The Group airports outside Germany are generally financed through international banks. An Environmental Management Plan has to be submitted which is generally based on an Environmental Impact Assessment and defines how the consequences of intervention can be minimized. No species on the relevant Red Lists of endangered species are registered by the Group airports.

### ***EN16 Greenhouse gas emissions***



See "EN16 Greenhouse gas emissions".

## EN17 Other relevant indirect greenhouse gas emissions



See "EN17 Other greenhouse gas emissions".

Air traffic in the landing and take-off cycle up to an altitude of 3,000 ft generates the greatest emissions (around 940 thousand t CO<sub>2</sub>). This is followed by the transport of originating passengers to and from the airport (around 270 thousand t CO<sub>2</sub>), the energy consumption by infrastructure and vehicles operated by third parties at the site (approximately 180 thousand t), and finally by the business journeys carried out by staff members at Fraport AG (approximately 1 thousand t CO<sub>2</sub>). The airport charges based on NO<sub>x</sub> emissions also exert an indirect impact on the emissions of air traffic. The unique intermodal link to the local metropolitan rail network and the national long-distance transport by regional and long-distance trains means that passengers can be transferred from private transport and short-haul flights to rail travel. Marketing by a Fraport subsidiary and selective stakeholder engagement exert an impact of the CO<sub>2</sub> emissions of third parties. Business trips are essentially necessary through air travel to our subsidiary companies.

## EN18 Initiatives to reduce greenhouse gas emissions



Climate protection is one of the most important challenges for the air-traffic industry. As an airport operator, we support the four-pillar strategy of the air-traffic industry with measures for climate protection in air traffic. In this context, we focus our efforts on areas which we are able to directly influence. These essentially relate to technical improvements in buildings and installations, process optimizations and economic tools such as airport charges dependent on noise and emissions (see „Climate protection“).

Climate protection is identified as one of the areas of action highlighted in the Sustainability Program as a top priority for Fraport (see "Materiality Matrix").

Furthermore, Fraport supports a number of industry-wide initiatives which are directed toward reducing CO<sub>2</sub> emissions. Fraport is involved in SESAR (Single European Sky Air Traffic Management Research), an initiative by the European Commission, and EUROCONTROL, which is intended to secure the future viability of European air traffic management with the involvement of all the players involved in air traffic. The various action plans within the scope of this initiative include integrated planning of flights, i.e. all the players involved are working to optimize the process from undocking the aircraft to reaching the target destination. This means that airports also become important players in air traffic management. The advantage for passengers and the environment: shorter flight times and reduced emissions. The targets of SESAR to 2020 comprise increasing capacities threefold, reducing environmental impact per flight by 10 percent, increasing safety tenfold and reducing air safety costs by half (<http://www.sesarju.eu/>)

As a member of the Air Transport Action Group (ATAG) through ACI, the global association of companies involved in air traffic, Fraport supports their targets: reduction of CO<sub>2</sub> by 1.5 percent per year by 2020 and carbon-neutral growth until 2050. This means reducing CO<sub>2</sub> emissions in the year 2015 by 50 percent compared with 2005 throughout the sector (<http://www.atag.org/>).

The International Civil Aviation Organization (ICAO) adopted an improvement in fuel efficiency of 2 percent per year for the airlines until 2020 with an eye on the Global Climate Conference in Cancun by 2050. A resolution has also been passed with the objective of carbon-neutral growth from 2020. The environmental organization of ICAO, the Committee on Aviation Environmental Protection (CAEP), has also been given the task of proposing a global CO<sub>2</sub> standard for aircraft certification by 2013 (<http://www.icao.int/>).

Fraport participates in Airport Carbon Accreditation, an ACI program with the objective of making the maximum number of European airports carbon-neutral. Frankfurt Airport was the first airports to be audited in accordance with the rules of Airport Carbon Accreditation and it was accepted into the program in 2009. The highest level of 3+ can be reached in four stages. Fraport has already reached Level 3. Stakeholder engagement is a key element of this stage. Our investment, Antalya Airport, has also reached Level 3.

See also "EN5 "Energy savings"

## EN19 Emissions of ozone-depleting substances by weight



Ozone-depleting substances are not produced or exported in the Fraport Group. The main application is in the cooling units of air-conditioning systems where the materials are located in a closed system. When maintenance work has to be carried out, the coolants are collected and disposed of as waste. No intentional discharge of the materials occurs. Occasionally losses due to leaks cannot be excluded, but the amount of material involved cannot be reported.



## EN20 NO<sub>x</sub>, SO<sub>x</sub>, and other significant air emissions



Fraport AG emits approximately the following amounts each year

NO<sub>x</sub>: 264 tons

Benzene: 0.4 tons

PM<sub>10</sub>: 9.3 tons

These data are derived from the zoning plan documents. Determining the data was extremely complex and expensive so that this procedure has not been repeated again. In future, the data are to be subject to continuous reporting and the necessary processes are currently being put in place. We are unable to influence other air emissions with our measures and they are therefore not significant.

For further information see [“EN20 NO<sub>2</sub>, SO<sub>2</sub> and other air emissions”](#).

We are unable to influence air emissions other than those defined in EN 20 with our measures in the course of our business activity and they are therefore not significant.



## EN21 Total water discharge



See [“EN21 Water discharge”](#).

Processed water is not produced at Fraport AG.



## EN22 Waste by type and disposal method



See [“EN22 Waste by type and disposal method”](#).

Detailed information on disposal methods cannot currently be presented for all Group sites.



## EN23 Significant spills



See [“EN23 Significant spills”](#).



## AO5 Air quality



See [“AO5 Air quality”](#).





## **AO6 Aircraft and pavement de-icing/anti-icing fluid**



See ["AO6 Aircraft and pavement deicing/anti-icing fluid"](#).

The pavement and aircraft deicing agents used at Fraport are treated in water treatment plants.



## **EN24 Waste deemed hazardous under the terms of the Basel Convention Annex**



Waste which falls under the regulations of the Basel Convention is primarily generated in manufacturing companies or occurs with waste disposal companies; service providers like Fraport AG or the Group subsidiary companies have virtually no processes where such waste is generated. Exceptions are, for example, clinical wastes (Y1; A4030; Fraport AG), wastes from herbicides and pesticides (Y4; A4030), old oil (Y8), mixtures of oil and water, for example mixtures of hydrocarbons and water (Y9; A4060). The disposal of these wastes is carried out according to the relevant national regulations. We have no information on international transport of such waste.



## **EN25 Biodiversity value of discharges of water and runoff**



Discharges into surface waters which meet the conditions of the indicator only occur in a very limited scope. If the discharge is former sewage water, this will have been treated before discharge such that no significant negative effects are to be anticipated on the water. The same also applies if surface water runs off paved areas.



## **EN26 Initiatives to mitigate environmental impacts**



Our commitment to environmental protection and environmental compatibility is directed toward preserving the conditions necessary for living in our natural environment. The focus of our actions relates to measures for avoiding, reducing and mitigating the environmental impacts that arise or could arise as a result of the operation of the airport. The content focuses of our environmental management are in the areas of noise abatement, climate protection and biodiversity. We have defined strategic targets to achieve these aims in our Sustainability Program (see ["Sustainability Program"](#), areas of action ["Environment"](#) und ["Community"](#)) and we pursue these targets by implementing various measures, for example for climate protection (see ["Climate protection"](#)), with our biodiversity strategy and within the framework of our global environmental management. We are also continuing our efforts on noise abatement (see ["Noise abatement"](#)).



## **EN27 Packaging materials**



During the course of its regular business activities, Fraport does not sell any "products" where the packaging could or would have to be reclaimed.



## **EN28 Fines and sanctions for non-compliance with environmental laws and regulations**



There are no breaches of statutory regulations which have been subject to fines or non-monetary sanctions imposed by the authorities

## EN29 Environmental impacts of transporting



The strategic networking of the airport with other carriers – also known as intermodality – has a long track record back to the 1970s with Fraport (see [“Intermodality”](#)).

A list of indicators is provided under [“EN29 Significant environmental impacts of transport and traffic”](#).

## EN30 Total environmental protection expenditures and investments



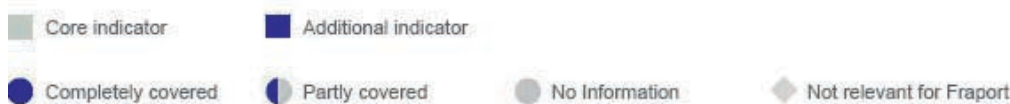
Data for the total expenditures and investments for environmental protection cannot yet be currently collected satisfactorily because no method of calculation is available for investment projects, which separates the exclusive costs for environmental protection expenditure from the total costs.

## AO7 Number and percentage change of people residing in areas affected by noise



See [“AO7 Number and percentage change in the number of people residing in areas affected by noise”](#).

## Social Performance Indicators



### Labor Practices and Decent Work

#### Management Approach LA

##### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the [Sustainability Program](#) under the areas of action "Appeal as employer", "Training and career development", "Occupational health and safety", "Retaining and creating jobs" and "Diversity".

##### Policy:

Pursuant to responsible corporate governance, we have made a commitment to compliance with internationally recognized standards of conduct, such as those defined in the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. In 2013, Fraport published two in-house codes of conduct to establish these principles even more firmly within the company. These two codes commit employees and suppliers to compliance with these fundamental principles. The Fraport Policy forms the overarching structure for all commitments and the codes of the Group based on specific thematic areas (see [„New Codes of Conduct for employees and suppliers“](#) and [„Fraport Policy“](#)).

##### Responsibility:

The highest level in the organization, which bear responsibility for employee aspects, is the Executive Director Labor Relations.

##### Training courses and awareness measures:

The Fraport workforce receives regular training on occupational safety and accident prevention. Examples during the year 2012 are the Occupational Safety Day with our apprentices and a Management Forum on raising the awareness of management employees for effective hazard prevention in the workplace. Special events were offered to our managers on the issues "Hazard assessment in accordance with the Occupational Health and Safety at Work Act (Arbeitsschutzgesetz)", "Operator Guidelines", "New Workplace Rules" and "Mental stresses". Similar to previous years, we also initiated an "Annual General Meeting for Occupational Health and Safety" in 2012. Under the slogan "Your Safety in our Hands", the 230 employees attending the meeting were given practical tips on driving a car safely in road traffic and on the apron, and dealing with stress and psychological strains.

The comprehensive training package was expanded in 2012 by developing an e-learning module for the administrative areas of Fraport AG. This facilitates efficient learning and takes account of individual needs and learning speeds (see ["Occupational safety"](#)).

##### Monitoring and tracking:

We have made a commitment at all Group sites to compliance with the most important internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and ILO core labor standards. The Integrated Management System (IMS) commits the participating member companies in the Fraport Group to undergo reviews on the basis of random samples in internal audits. Environmental, job-safety and quality management are managed under the umbrella of the IMS. The aim of the IMS at Fraport AG is to maintain or improve the quality of the internal business processes (see ["Management systems"](#)).

##### Key opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options (see [Annual Report 2012](#), p. 57 ff).

**Aspect “Employment”:**

Fraport is one of the biggest employers in the Frankfurt/Rhine-Main Region. Fraport AG also operates 13 airports on four continents in the form of majority and minority shareholdings, as well as under management contracts (see [“Worldwide sites”](#)). As a company operating on the global stage, we are committed to the values and standards of conduct enshrined in the principles of the UN Global Compact, the ILO core labor standards and the OECD principles for multinational companies. We developed a Code of Conduct in 2012 with the aim of making the associated obligations even more transparent. This code is binding on all employees of Fraport AG. At the beginning of 2013, it came into force in the parent company and will gradually be introduced throughout the Group (see [“Employees”](#) and [“Values and commitments”](#)). Fraport has no guiding principles and programs relating to recruitment of local personnel by local airport operators and contractors, measures for reducing the number of employees with access to the security areas of the airport and measures which demand the loyalty of employees to the immediate contractor.

**Aspect “Labor/management relations”:**

Fraport has a long tradition as a company with a social perspective and a partner-centered approach. Our aim is not simply to be a big employer in quantitative terms. We also want to be just and fair by rewarding our employees for performance and commitment. This involves giving them fair wages and salaries, and a package of benefits that goes beyond pay. We offer a high level of job security, good working conditions based on collective payscale agreements, career and personal development options, and a highly developed corporate ethic defining the management style.

The operations of Fraport AG and its subsidiary companies are primarily carried out with the companies' own employees. 95 percent of these are employed and paid under collective agreements. The risk of strikes that could lead to disruption of the operation of the airport is therefore extremely low. This also includes all areas relevant to security, such as security check points, airport security and operational safety. We are unable to exert any influence on other contractual partners or on the customers of our airports in relation to work satisfaction.

**Aspect “Occupational health and safety”:**

Fraport has defined the objective of looking after the physical, emotional, and psychosocial well-being of its employees by a range of comprehensive measures directed toward promoting preventive health and safety over the long term. Another function relates to developing holistic health concepts that are tailored to the specific needs of an aging workforce (see [“Occupational health and safety”](#)).

Noise at work and hazardous substances are defined as material risks for occupational health and safety at Frankfurt Airport:

Occupational noise and hazardous substances are defined as significant health and safety risks for all employees at Frankfurt Airport. Various noise events are recorded and weighted against time in order to assess the noise exposure of employees. Apart from the background noise, which is especially present during the continuous handling at the position, noise is mainly analyzed where it directly impacts on members of staff when they are carrying out their work. These individual “modules” can then be used to calculate individual stress profiles for workplaces as well as for individual employees. This evaluation then identifies the extent to which measures are required to reduce the noise pollution. The T-O-P hierarchy of measures is used to implement the measures. This means that application of Technical and Organizational measures takes precedence over Personnel measures.

Handling of hazardous substances by our employees – and by employees of third-party companies – is carried out in accordance with the Company Safety Directive and the Hazardous Substances Directive. In conformity with new regulations of the Hazardous Substances Directive and the Technical Regulations for Hazardous Substances (TRGS), the previous hazard analyses (hazardous substance datasheets) have been revised and adjusted to the statutory regulations. In 2012, Occupational Safety carried out 140 product assessments (also for third-party companies) and classifications. Five products were rejected with the indication of possible carcinogenic and environmental polluting properties. They were replaced by materials and products that did not have the hazardous properties. The assessments were based on the latest EC and occupational safety regulations.

The responsibility assumed by Fraport for occupational safety is also clearly defined in connection with temporary staff. They have an equal priority alongside permanent employees when it comes to occupational safety and they pass through a professional induction phase at Fraport.

The construction operations being carried out in the course of expansion of the airport require special protection measures in respect of occupational safety. Safety measures are agreed where Fraport cooperates with external construction companies. Causes of accident are jointly analyzed and investigated and opportunities are explored to prevent and avoid accidents (see [“Occupational health and safety”](#)).

The pandemic plan/plan for protection against infectious diseases of Fraport AG regulates the measures which Fraport AG takes at the Frankfurt Airport site in accordance with the Infection Protection Act if highly infectious diseases occur. The main targets are securing safe operation of the airport in conformity with standard operating procedures and protection of customers and employees.

#### Aspect “Training and education”:

See [“Training and career development”](#) und [“Personnel Development”](#)



#### Aspect “Diversity and equal opportunity”:

As a cosmopolitan company with an international perspective, Fraport is well aware of the diversity of its employees. Diversity enriches cooperation and promotes innovation and creativity. This is why diversity is a strategic issue for Fraport which the Group systematically fosters in its Diversity Management program. We respect and promote personal differences and work toward ensuring that this is reflected in dealings with each other. The Group company agreement “Conduct of Partnership, Diversity and Equality at the Workplace” formed the platform for defined key principles such as freedom from discrimination and equal opportunities. For further information see [„Diversity”](#).



#### Aspect “Equal remuneration for women and men”:

In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity. A survey and analysis of structural data is being carried out over the medium term to review the actual salary data of female and male members of staff. To this end, Fraport has applied to take part in the Logib-D consultancy funded by the Federal Ministry for Affairs, Senior Citizens, Women and Youth (BMFSFJ) in 2013.



### LA1 Total workforce



See [“Personal – LA1 Total workforce”](#).

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical reasons but the aim is to collect these data in future.



### LA2 Employee turnover



See [“LA2 Employee turnover”](#).

A breakdown of the turnover rate by gender cannot yet be reported for the Group sites because the data are not available. We want to address this issue over the medium term. A survey of new appointments by age group is not yet possible due to technical reasons but the aim is to collect these data in the future.



### LA3 Benefits provided to full-time employees



Fraport offers employees a series of non-payscale benefits (see [“Working conditions and co-determination”](#) and [“Rewards & benefits”](#)).

Supplementary company social benefits are granted equally to all employees (as appropriate pro rata in accordance with the scope of employment) in an equal approach. This applies – unless a specified period of service with the company is a prerequisite for entitlement – also independently of whether the employment is fixed term or permanent.

See also [“Worldwide site”](#)



### LA15 Return to work after parental leave



See [“LA15 Return to work after parental leave”](#).

Presentation of the indicators for the Group is currently not possible due to differing legal systems. It is not possible to collect data for the number of employees who were still employed at Fraport AG twelve months after the end of their

parental leave. We would like to address this issue over the medium term.



#### ***LA4 Employees covered by collective bargaining agreements***



See ["LA4 Percentage of employees covered by collective bargaining agreements"](#).



#### ***LA5 Minimum notice period(s) regarding significant operational changes***



Fraport works closely together with the employees' representatives in an atmosphere of trust. Pursuant to the Works Constitution Act, the Works Council must be promptly and comprehensively informed about any changes in the business. This was not defined in detail or restricted within the framework of the collective agreements. A notification obligation of three months is standard business practice.



#### ***LA6 Percentage of total workforce represented in formal joint management-worker committees***



See ["LA6 Percentage of employees in Job Safety Committees"](#).

For information on Job Safety Committees at Fraport see ["Stakeholder dialog"](#).



#### ***LA7 Work-related fatalities and absenteeism***



Comprehensive measures for preventive occupational and health promotion are intended to avoid work-related physical, mental and psychosocial problems as far as possible, or at least reduce or compensate for the impacts. Recording, investigating and evaluating accidents at work is carried out in accordance with the Germany Occupation Safety Act

A list of occupation diseases and absences can be found under ["LA7 Occupational diseases and absences"](#).

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future. The same applies to a breakdown of the accidents by causes of injury.

Reporting of a breakdown of the indicators by regions is not yet possible because the data are not available for this. We would like to address this issue over the medium term.



#### ***LA8 Education and training regarding serious diseases***



The top priority of health promotion at Fraport is to promote and retain the health of all employees. With this objective in mind, health management at Fraport AG therefore bundles numerous prevention programs advice packages. You will find an overview of the measures carried out [here](#).

Our employees not only benefit from regular health checks by the company medical service but also from health injections free of charge and tailor-made prevention programs. They find out about measures providing protection against noise and receive valuable information on issues like ergonomic design of computer workstations. Health promotion also addresses the risks relating to personal life styles. Information on a generally healthy life style, health hazards for example resulting from HIV/Aids or noroviruses, and programs for giving up smoking.

The packages are available to members of staff at Fraport AG but not to family members and neighbors. Family members of an employee are only entitled to be examined and receive advice if an employee has been posted abroad under examination G 35 (and amended H 35) of an employer's liability insurance in relation to the selected workplace or place of residence.

No workers are involved in operating activities that carry a particularly high risk of developing a specific disease or where a large number of illnesses occur. All the measures for protection and prevention are taken through proper organization, provision of appropriate workwear, work-safety and medical examinations.

### **LA9 Health and safety topics covered in formal agreements with trade unions**

The consistent realization of the corporate objective of occupational health and safety is a top priority for Fraport AG and its subsidiary companies. The Executive Board, Group Works Council, and the Works Council of Fraport AG support and promote preventive strategies in occupational health and safety with the common goal of avoiding disadvantages for employees and costs. They have therefore made a commitment to creating all the prerequisites so that management and employees can implement these principles in the everyday work routine and develop them further. Based on the premises "Prevention is better than cure", the Executive Board and the employee representatives drew up a joint declaration of principles on occupational health and safety and incorporated the declaration within the Group Guidelines (see "[Occupational health and safety](#)").

### **LA10 Average hours of training per employee**

See "[LA10 Training and career development time for each employee](#)"

A breakdown of indicators by employee category is not currently possible because the data for this are not available. We would like to address this issue over the medium term. A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future

### **LA11 Programs for skills management and lifelong learning**

We would like to facilitate lifelong learning for our employees and enable them to continuously adapt their specialist and personal skills to a complex life and working environment. Information on this issue is available in the section. For more information see [Training and career development](#).

### **LA12 Percentage of employees receiving regular performance and career development reviews**

See "[LA12 Percentage of employee receiving a regular performance review](#)".

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future.

### **LA13 Composition of employees**

See "[LA13 Composition of employees](#)".



The data were previously not recorded by employee categories. We would like to address this item over the medium term.

Information on the persons in governance bodies based on gender and age groups and belonging to minorities is not yet possible for the Group because the data are not available in the subsidiary companies. The aim is to collect these data in future.



### **LA14 Ratio of basic salary and remuneration of women to men**



In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity. A survey and analysis of structural data is being carried out over the medium term to review the actual salary data of female and male members of staff. To this end, Fraport has applied to take part in the Logib-D consultancy funded by the Federal Ministry for Affairs, Senior Citizens, Women and Youth (BMFSFJ) in 2013.



## **Human Rights**

### **Management Approach HR**



#### **Targets and performance:**

We summarized our targets and the measures adopted to achieve them in the [Sustainability Program](#) under the areas of "Diversity" and "Procurement".

#### **Policy:**

Pursuant to responsible corporate governance, we have made a commitment to compliance with internationally recognized standards of conduct, such as those defined in the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. In 2013, Fraport published two in-house codes of conduct to establish these principles even more firmly within the company. These two codes commit employees and suppliers to compliance with these fundamental principles. The Fraport Policy forms the overarching structure for all commitments and the codes of the Group based on specific thematic areas (see [„New Codes of Conduct for employees and suppliers“](#) and [„Fraport-Policy“](#)).

#### **Key risks and opportunities/Impact assessment:**

The Fraport Group has a comprehensive Risk Management System. This ensures that important risks are identified, continuously monitored and limited to an acceptable level within the scope of the opportunities available. The risk assessment is carried out taking the impacts of Fraport on the environment (Impact Assessment) (See [Annual Report 2012](#), p. 57 ff).

#### **Responsibility:**

The highest level in the organization, which bears responsibility for environmental aspects is the Members of the Executive Board.

#### **Training course and awareness measures:**

The General Equal Opportunities ACT (AGG) forms a platform for our dealings with members of staff. All managers of Level 1-4 and the employees in human resource services receive regular training over the course of the year in relation to this legislation (see ["Compliance with human rights"](#)).

Fraport developed e-learning courses in 2012 with the aim of meeting the increased compliance requirements. Introduction of these courses commenced in February 2013. They are intended to support the positive Fraport values culture and assist our members of staff in correct conduct. They also serve to inform them about the wide range of topics in the area of compliance (see ["Values and commitments > Best Practice example"](#)).

#### **Monitoring and tracking:**

We have made a commitment at all Group sites to compliance with internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and the ILO core standards. The Integrated Management System commits the participating member companies to undergo reviews on the basis of random samples in regular

internal audits. Environmental, occupational-health and quality management are organized under the umbrella of the IMS. The objective of the IMS at Fraport AG is to maintain and improve the quality of all internal business processes (see "[Management systems](#)").

**Aspect "Investment and procurement practices":**

Significant factors for selection of suppliers include the principles for awarding orders based on Article 97 of the Act against Restraints on Competition (GWB) of the Federal Republic of Germany. When services are put out to tender, Fraport AG guarantees compliance with national and international laws. This is again confirmed in legally binding terms when the contract is signed.

Since the beginning of 2013, we have supplemented this with a Code of Conduct for the suppliers of Fraport AG and we expect our suppliers to comply with this code. It is based on the principles of the UN Global Compact and is a constituent element of all tenders and contracts (see "[New Codes of Conduct for employees and suppliers](#)").

**Aspect "Non-discrimination":**

As a cosmopolitan company with an international perspective, Fraport is well aware of the diversity of its employees. Diversity enriches cooperation and promotes innovation and creativity. This is why diversity is a strategic issue for Fraport which the Group systematically fosters in its Diversity Management program. We respect and promote personal differences and work toward ensuring that this is reflected in dealings with each other. The Group company agreement "Conduct of Partnership, Diversity and Equality at the Workplace" formed the platform for defined key principles such as freedom from discrimination and equal opportunities (see "[Diversity](#)").

**Aspect "Freedom of association and collective bargaining":**

Fraport respects the basic right of freedom of association and the right to collective bargaining negotiations under national agreements. We also recognize the right to open cooperation in a spirit of mutual trust with democratically elected employee representative bodies directed toward a fair settlement of interests. 95 percent of the employees in the Fraport Group are covered by collective pay agreements.

**Aspect "Child labor":**

The Fraport Group rejects any form of forced labor and is committed to the abolition of child labor. The minimum age permitting full-time employment in compliance with the relevant national regulations is observed within the Fraport Group.

**Aspect "Prevention of forced and compulsory labor":**

The fundamental responsibility for combatting human trafficking or smuggling of migrants is with the Federal Police. Fraport provides support here as far as possible, for example with making appropriate video analyses of security relevant video analyses available. Knowledge about matters relevant to security is exchanged in meetings held to ensure that all the organizations and authorities working on security issues provide mutual support. Before any data are exchanged, the relevant data protection officers are asked to review the data and approve the transfer.

At the request of the government agencies, various security systems are in place depending on the infrastructure, processes and risks. One example is short-term identification blocks (10 minutes). This procedure prevents repeated use of an ID card at the gates. Where possible, employee transfers between Schengen and Non-Schengen zones are installed very close to border control posts.

Clear guidelines and regulations on misuse for all ID card holders are provided in the Airport Use Rules and the ID Card rules. These include withdrawal of ID cards / access authorizations.

The fundamental responsibility for combatting human trafficking or smuggling of migrants is with the Federal Police and not with Fraport.

**Aspect "Security practices":**

The Air Security Act (LuftSiG) came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators (Article 8) and the airline companies (Article 9). The air security measures in accordance with Article 5 LuftSiG are the responsibility of the Federal Police. The police have appointed Fraport AG, FraSec GmbH and another service provider to carry out the air security checks. This primarily includes personal and hand-baggage checks, and the checks carried out on baggage checked in.

The security obligations of the airport operator related to maintaining security and order on the site of the airport as a prerequisite for guaranteeing unimpeded operation workflows. The entire airport site must satisfy the defined safety standards. These are based on the requirements of the Air Security Act (LuftSiG) and the EU directives and are divided into the different areas for security purposes. The airport operator is responsible for carrying out pedestrian and vehicle access checks and for enforcing checks on people and goods at access points to critical parts of the airport. These

include checking so-called airport deliveries (deliveries of goods into areas subject to security checks which are not used for onboard catering) and checks on taking prohibited items on board. This means that such operations have to be carried out in the security zones themselves. Fraport AG has commissioned FraSec GmbH to carry out the checks. For purposes of carrying out the obligations incumbent on airport operators in accordance with Article 8 LuftSiG, Fraport AG is subject to the regulatory instructions of the Hessian Ministry for Economics, Transport, Urban and Regional Development as the responsible regulatory authority.

Over the past two years, Fraport AG been participating in a task force made up of participants from "Data Protection", "Product Management", "Video and Corporate Security", and with the involvement of the Works Council. The purpose of this task force is to revise and further optimize the data protection concept for the deployment of video technology on the airport site. The new concept now provides even clearer specifications based on the relevant purpose and requirements under data-protection legislation to users and to internal installers relating to the installation, configuration and use of all video data. Furthermore, a new approval process has been established which is primarily based on the appointment of Video Officers by the areas deploying this technology. New requirements have been integrated by the authorities in this concept. These measures continue to ensure that the requirements for video monitoring are harmonized with the individual rights of passengers, visitors and employees. Boarding cards have included 2D bar codes for some time now and these store personal data about the passengers. The systems for processing the data were developed by Fraport in cooperation with customers and Data Protection and they were implemented so that personal data are only displayed to the inspecting personnel for checking purposes but are not stored, or otherwise processed or used for any other purpose. This is not necessary for the operation of the airport. In order to be in a position to guarantee safety at airports, one of the measures required is that personal access rights must be administered and checked. At Frankfurt, this is carried out using a new ID card administrative system and new access checking systems will be used in future for the gates and for all other access points to operational and security areas. Fraport AG has implemented organizational and technical measures directed toward the protection of data, in order to keep data secure against misuse. Alongside conclusion of an operating agreement to regulate the handling of data, all changes in use must be agreed with the Data Protection Officer and the Works Council. Accesses to the system are only permitted for a very limited group of people for a concretely defined function and these accesses are documented so that any misuse is excluded as far as possible but any misuse occurring can also be identified and tracked.

As part of their activity as air security assistants, we alert our employees to the fact that they should always classify anything unconventional as dangerous. Naturally, this primarily affects dangerous items which must not be taken into the security zone or on board an airliner. However, unconventional also means that the authorities should be informed if, for example, a passenger is carrying several different passports with them. Finding this kind of information only affects checking individuals and / or hand baggage. When checked baggage is inspected in several stages, detecting this kind of occurrence through evaluation of the X-ray image tends to be classified as an accidental find, because the War Weapons Control Act and IATA regulations take precedence here.

#### **Aspect "Indigenous rights":**

Fraport respects the rights of indigenous people. During the period under review, there were no incidents affecting the rights of indigenous people (see [HR9 "Violations involving rights of indigenous people"](#)).

#### **Assessment:**

We have made a commitment at all Group sites to compliance with internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and the ILO core standards. The Integrated Management System commits the participating member companies in the Fraport Group to undergo reviews on the basis of random samples in regular internal audits. Environment, occupational-health and quality management are organized under the umbrella of the IMS. The objective of the IMS at Fraport AG is to maintain and improve the quality of all internal business processes (see ["Management systems"](#)).

#### **Remediation:**

During the period under review, no complaints were being pursued in relation to human rights which were submitted by formal, organizational complaints mechanisms (see [HR11 "Number of grievances related to human rights filed"](#)). For this reason, no improvements had to be made.

### ***HR1 Investment agreements that include clauses incorporating human rights concerns***



During the period under review, no major investment agreements were concluded as a result of which Fraport acquired shares in another organization or through which an investment project was initiated that was material for the balance sheet.

When services are put out to tender, compliance with national and international laws is guaranteed. This is again confirmed in legally binding terms when the contract is signed.

Fraport complies with its responsibility in the supply chain and also expects the same compliance from its suppliers and service providers. Our Code of Conduct for Suppliers formulates rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship (see ["> New Codes of Conduct for employees and suppliers"](#)).



## ***HR2 Suppliers that have undergone human rights screening***



During the period under review, no contracts with major suppliers and contractors were rejected on account of human rights aspects or came into being only on the basis of incorporating additional framework conditions.

Contrary to a manufacturing company, Fraport AG has a heterogeneous requirement structure. The needs of Fraport AG range from architectural services, through erection of complete buildings to their repair, from office materials through computer center services, to aircraft tow-tractors. Fraport ensures when putting individual services out to tender that national and international laws and agreements are applied. This is again confirmed in legally binding terms when the contract is signed. Fraport complies with its responsibility in the supply chain and also expects the same compliance from its suppliers and service providers. Our Code of Conduct for Suppliers formulates rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship (see ["New Codes of Conduct for employees and suppliers"](#)).



## ***HR3 Total hours of employee training concerning aspects of human rights***



The objective of the General Equal Opportunities Act (AGG) is to prevent or eliminate any disadvantages being suffered by employees for reasons of race or on account of ethnic origin, gender, religion or beliefs, a disability, on account of age or sexual identity. The managers of levels 1-4 and the employees in human resource services are therefore regularly trained over the course of the year in relation to the General Equal Opportunities Act (AGG). Apprentices and trainees should also be comprehensively informed about the AGG (see ["Human rights"](#)).

A quantitative statement on the hours which are expended overall in relation to training measures relating to guidelines and procedures on human rights aspects and the percentage of trained employees is not currently possible.



## ***HR4 Incidents of discrimination and corrective actions taken***



During the period under review, no legal actions were filed in relation to the General Equal Opportunities Act (AGG).



## ***HR5 Freedom of association and collective bargaining***



During the reporting period, it is assumed that the rights of employees to exercise freedom of association and collective bargaining are not violated in any business activity and with no major supplier.

In accordance with Fraport's fundamental values of probity, integrity, trustworthiness, responsibility, transparency, loyalty, and fairness, we aspire to act with social, economic and ecological responsibility in our business dealings. Our Codes of Conduct commit our own employees and all the suppliers and service providers of the Group to these standards (see ["New Codes of Conduct for employees and suppliers"](#)).



## **HR6 Operations and measures to contribute to the effective abolition of child labor**



During the period under review, it is assumed that there is no substantial risk of child labor in any business activity and in any major supplier.

The Fraport Group rejects any form of forced labor and is committed to the abolition of child labor. The minimum age permitting full-time employment in compliance with the relevant national regulations is observed within the Fraport Group. Fraport has made a commitment to compliance with the most important internationally recognized codes of conduct to promote responsible corporate governance at all Group sites – the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. We are consistently working to integrate the internationally accredited standards in the areas of human rights, work, environmental conservation, and anti-corruption within our processes. This is why we decided in 2012 develop the conduct rules underlying the Values Management System into Codes of Conduct for employees and suppliers and to complement them with the additional principles of the US Global Compact. Our Code of Conduct for Suppliers formulated rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship. Similar to the Code of Conduct for Employees, this code addresses the issues of compliance, working conditions, and human rights and was supplemented by the aspects of environmental conservation and climate protection (see [“New codes of conduct for employees and suppliers”](#)).



## **HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor**



During the period under review, it is assumed that there is no substantial risk of forced labor in any business activity and in any major supplier.

The Fraport Group categorically rejects any form of forced or compulsory labor and has made a commitment to compliance with the most important internationally recognized codes of conduct to promote corporate governance – the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. We are consistently working to integrate the internationally accredited standards in the areas of human rights, work, environmental conservation, and anti-corruption within our processes. This is why we decided in 2012 develop the conduct rules underlying the Values Management System into Codes of Conduct for employees and suppliers and to complement them with the additional principles of the US Global Compact. Our Code of Conduct for Suppliers formulated rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship. Similar to the Code of Conduct for Employees, this code addresses the issues of compliance, working conditions, and human rights and was supplemented by the aspects of environmental conservation and climate protection (see [“New Codes of Conduct for employees and suppliers”](#)).



## **HR8 Percentage of security personnel trained in the organization's policies**



The training and career development of the entire security personnel is carried out in accordance with statutory regulations and internal procedures and also encompasses statutory provisions relating to handling people and property. The training requirements are applicable to the security personnel at Fraport AG and to the personnel of the subsidiary company Fraport Security Services (FraSec) GmbH.



## **HR9 Incidents of violations involving rights of indigenous people**



Fraport respects the rights of indigenous people. During the period under review, there were no incidents affecting the rights of indigenous people.



## HR10 Operations that have been subject to human rights reviews



The total number of investment companies of the Fraport Group classified by countries can be found here (see ["Profile"](#)).

During the period under review, none of the investment companies were the subject of a review and/or impact assessment relating to human rights.



## HR11 Number of grievances related to human rights



During the period under review, no grievances related to human rights were made against Fraport AG and the investment companies which were submitted through formal, organizational grievance mechanisms.



## Society

### Management Approach SO



#### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the areas of action "Noise abatement", "Air quality", "Compliance/Governance" and "Regional engagement". See also ["Sustainability Program"](#).

#### Policy:

The material field of action here is noise abatement, see section ["Noise abatement"](#).

#### Responsibility:

The highest level in the organization, which bears responsibility for environmental aspects is the Members of the Executive Board.

#### Training course and awareness measures:

A key area of action for Fraport is noise abatement. Fraport AG has an "Info Mobile" in order to engage in dialog with local residents. The "Info Mobile" travels around in the area of the airport. Fraport employees are able to act as ambassadors and take part in campaigns held in the region. The main focus of campaigns is on holding training courses which provide information on the issues of noise, flight routes and noise abatement.

#### Monitoring and tracking:

A material area of action is noise abatement. For more information on aircraft noise monitoring see ["Monitoring of active noise abatement"](#) and ["Aircraft noise monitoring"](#).

#### Key opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2012](#), p. 57 ff)

#### Aspect "Local communities":



More than 57 million passengers each year and 20,700 employees – Fraport AG operates a leading international air-traffic hub in Frankfurt and therefore makes a major contribution to the economic power and prosperity of Germany and the Frankfurt/Rhine-Main Region. Fraport Airport is Germany's biggest workplace with around 78,000 employees and it creates employment opportunities for many thousands of additional jobs in the region. At the same time, aircraft noise impacts negatively on the people who live near the airport. Both positive and negative aspects provide the reasons for our significant social responsibility (for more informations ["Value added for the region"](#) und ["Noise abatement"](#)).

#### Aspect "Corruption":



Fraport has implemented a Whistleblower System at many of its sites. This is an important tool for identifying or uncovering breaches in codes. In 2009, Fraport introduced the [electronic Whistleblower System BKMS®](#) in the parent

company. Fraport employees, business partners and customers have the opportunity to submit confidential reports about irregularities around the clock using an Internet-based communication platform. Access to the system is provided through the Fraport website. This means that information on corruption, economic crime, and infringements of standards of conduct can be notified in confidence throughout the world at any time. The anonymity of the whistleblower is systematically ensured. The factual content of every notification is intensively reviewed and sanctions are introduced as necessary. The Whistleblower System was implemented at our Group subsidiary Fraport Twin Star Airport Management AD in Varna and Burgas in 2009, at our Antalya site in 2010, and in Lima in 2011.

On 1 December 2011, Fraport also appointed an external lawyer as an ombudswoman. She additionally accepts reports on company-related crimes, inadmissible business practices and serious infringements of regulations. The ombudswoman is bound by a lawyer's obligation of confidentiality and is available as a contact to individuals inside and outside the company who do not wish to approach the responsible internal offices within the company.

Since 2003, employees at the Frankfurt site have also had an internal ombudsperson they can turn to.

You will find additional information on the Whistleblower Systems under "[Whistleblower Systems](#)".

#### **Aspect "Public policy":**

Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular exchange of views with our stakeholder groups (see "[Our Stakeholders](#)" and "[Stakeholder-Engagement Fraport AG](#)").

See also [SO5 "Political positions and lobbying"](#).

#### **Aspect "Anti-competitive behavior":**

"Ensuring sustainability" is one of the five core elements of Agenda 2015 (see "[Sustainability strategy](#)"). Sustainability management at Fraport is based on internationally accredited standards such as the principles of the UN Global Compact, the OECD principles for multinational companies and the core labor standards of the International Labor Organization. Fraport's own principles and internal guidelines are also binding, for example Codes of Conduct for employees and suppliers and the [Fraport Corporate Governance Code](#).

For more information see "[Values & Commitments](#)".

#### **Aspect "Compliance":**

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized standards for goods and responsible corporate governance. The Fraport Code also includes the essential rights of the shareholders who provide the company with the necessary equity capital and bear the entrepreneurial risk. The Fraport Code is firmly based on the German Corporate Governance Code and is regularly reviewed and revised to meet the recommendations and ideas of the government committee. The last revision was carried out on 27 September 2010. On behalf of and acting for the Supervisory Board, the Executive Board of Fraport AG submits a declaration on corporate governance pursuant to Article 289a German Commercial Code (HGB) and publishes it in the Annual Report. The Annual Report also contains the detailed Corporate Governance Report of the company and the report of the Supervisory Board together with other statements on [corporate governance](#).

## ***SO1 Operations with implemented local community engagement***



Frankfurt Airport is a key business location. Frankfurt Airport is an outstanding economic and location factor for the Frankfurt/Rhine-Main Region and beyond. The airport is a magnet attracting companies and a training center. It is also the biggest workplace in Germany with a workforce of 78,000 employees. Many export-oriented companies and a total of 500 German or European branches of major international and multinational companies have selected the area around the airport as their location. The companies in turn attract numerous service providers who create further employment. We offer the 35 million consumers living within an area of 200 kilometers around the airport opportunities to travel to 295 destinations throughout the world (for more informations "[Value added for the region](#)" and "[Retaining and creating jobs](#)").

Fraport AG makes an important contribution to creating regional value and to social stability at its sites. In 2012, we paid our employees around 948 million euros in wages and salaries and deducted approximately 120 million euros in direct taxes. In the business year 2012, we generated total revenues amounting to around 2.442 billion euros. 51 percent of our orders with a total volume of 733 million euros were placed with companies in the Frankfurt/Rhine-Main Region. It is important to remember here that airport operators are sector contractors and are precluded on legal grounds from granting preference to companies from the surrounding area when they place orders (see "[Value added](#)").



We are positioned in a field of tension at our main location in Frankfurt. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport in export nation Germany and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the aspects of this field of tension within our entrepreneurial actions to maximum possible effect. This is particularly important against the background of a foreseeable increase in the volume of traffic. We therefore defined concrete goals for noise abatement, such as improving the noise situation in the neighboring residential areas and reducing the number of people impacted by noise, and initiated further measures in 2012 (for more information [“Noise abatement”](#)).

We also make a contribution towards creating regional value at all our other airports where we have a majority holding, see [“Wordwide sites”](#). Overall, this corresponds to a share of 100 percent.

Fraport regularly has open stakeholder dialogs (see section [“Our Stakeholder”](#) und [“Stakeholder engagement Fraport AG”](#)).



### ***SO9 Operations with significant potential or actual negative impacts on local communities***



Airports make a significant contribution to economic prosperity through jobs, tax receipts and first-class transport connections. However, their business activities also have disadvantages which exert negative impacts on the local communities (see [“Value added for the region”](#)). A significant aspect here is aircraft noise (see also [“Noise abatement”](#)).



### ***SO10 Prevention and mitigation measures implemented in operations***



We are positioned in a field of tension at our main location in Frankfurt. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport in export nation Germany and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the aspects of this field of tension within our entrepreneurial actions to maximum possible effect. This is particularly important against the background of a foreseeable increase in the volume of traffic. We therefore defined concrete goals for noise abatement, such as improving the noise situation in the neighboring residential areas and reducing the number of people impacted by noise, and initiated further measures in 2012 (for more information see [“Noise abatement”](#)).



### ***AO8 Number of persons displaced, by the airport operator***



During the reporting period there were no cases in the Group (incl. Group investments) where people were resettled or forced to leave their homes.



### ***SO2 Percentage and total number of business units analyzed for risks related to corruption***



All key business units and subsidiary companies (corresponding to the circle of consolidated companies) have been completely investigated for risks relating to corruption. In future, all audits carried out by the Group Audit Department at the Business Units and the subsidiary companies will also review the effectiveness of the Internal Control System (ICS) for the individual business processes and subsidiary companies audited also with a view to the possible risks of corruption. An average of about 25 audits take place each year.

### **SO3 Percentage of employees trained in anti-corruption policies and procedures**



A total of 1,525 employees including 55 new managers had participated in the training programs up until 2011. The proportion of trained managers at Fraport AG is therefore nearly 100 percent. Since 2007, the Group Audit Department and the Values Management have carried held training and information events in the investments on values management and the introduction of the electronic whistleblower system. Since 2007, a total of 264 people have been trained at the subsidiary companies. All the chief executive officers of the German and foreign investment companies and their extended management teams have received training on the issue of integrity and anti-corruption. The main focus in 2012 was on preparation of e-learning training sessions which were rolled out to an extended circle of employees from February 2013 onward. In line with the new training concept, 3,532 employees from the Executive Board to clerks were trained on a variety of issues relating to values-based compliance. In 2013, this circle of employees will receive an introductory course on values-based compliance, on the culture of trust, on the Code of Conduct for employees, and on dealing with gifts and invitations. Working through these training courses is mandatory.

### **SO4 Actions taken in response to incidents of corruption**



In 2012, six allegations of corruption were made at the Fraport parent company and three allegations of corruption were made in the Fraport subsidiaries. Investigations were carried out into these allegations. The allegation was confirmed in one case involving a subsidiary and the employee in question was dismissed. An investigation into the facts at another subsidiary has not yet been completed. The allegation of corruption could not be confirmed in all the other cases following an appraisal of the evidence.

### **SO5 Public policy positions and lobbying**



Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular exchange of views with our stakeholder groups (see ["Our Stakeholder"](#) and ["Stakeholder engagement of Fraport AG"](#)).

Fraport pursues its interests through membership of the trade organizations [Task Force for Germany Commercial Airports](#), [Airports Council International Europe](#) and [World](#). Fraport is also a member of the Federation of the [German Air Traffic Industry \(BDL\)](#). BDL focuses on the importance of air traffic as an economic factor for Germany and has defined its target as highlighting its contribution to safety mobility, climate and environmental protection. We are working together with the bodies there to prepare positions on the issues of air traffic. They also include positions on projected legislation and political initiatives. Working with trade organizations is a top priority for Fraport. Involvement in the trade organizations promotes exchange of information and cooperation with other airports on current issues relating to traffic policy and sector specific matters. ADV focuses on Germany's importance as a traffic hub. ACI EUROPE and ACI WORLD address issues relating to European and international air traffic. In Europe, exchange of ideas between hub airports is particularly important because this enables common positions, strategies and initiatives for solutions to be agreed. Work with trade organizations involves a range of different specific issues (e.g. Environmental Policy, safety measures, passenger rights, Single European Sky, etc.). The Fraport Executive Board plays an active role in the management bodies of the trade associations.

See also ["Indexes, awards and memberships"](#) and ["Retaining and creating jobs"](#).

### **SO6 Contributions to political parties and politicians**



The company makes no financial donations to political parties or institutions.

## ***SO7 Legal actions for anti-competitive behavior***



In the year 2011, there were no major legal actions pending nor were any significant legal actions brought to a close which related to anti-competitive behavior and breaches of anti-trust law.



## ***SO8 Significant fines for non-compliance with laws and regulations***



No significant fines were levied on Fraport in 2012 on account of breaches of statutory regulations.



## **Product Responsibility**

### ***Management Approach PR***



#### **Targets and performance:**

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the areas of action "Safety and security" and "Customer satisfaction" (see "[Sustainability Program](#)").

#### **Policy:**

We always focus on the responsibility for our product when analyzing all the development options and growth plans. The obligation to our customers, the community and the environment does not come to an end when we complete a new terminal, build a new runway or the passenger goes through the gate and gets onto a plane. Our quality-management and control systems, security management and many of our services are directed toward ensuring that airlines, passengers, tenants or visitors can look back on an enjoyable and streamlined stay in the environment of Frankfurt Airport at the end of the day. Fraport is pursuing with the project "Great to have you here!" the objective of making Frankfurt Airport even more attractive to transit passengers and ensuring that all passengers have an enjoyable travel experience (for more information see "[Customers](#)").

#### **Responsibility:**

The highest level in the organization, which bears responsibility for environmental aspects is the Members of the Executive Board.

#### **Training courses and awareness measures:**

In order to ensure adequate preparation for emergencies, a range of different emergency exercises are regularly carried out at Frankfurt Airport, for example

- Planned exercises
- Firefighting and rescue exercises
- Exercises for informing relatives, affected airlines, media and the general public
- Exercises providing initial counseling for uninjured survivors of an accident, their relatives and people giving assistance.

Alongside smaller exercises, e.g. evacuation of persons from the Skyline, a full exercise is carried out at the airport every two years in accordance with statutory regulations and the international ICAO guidelines. This major exercise involves practicing complex emergencies. The primary focus is on effective cooperation between internal and external emergency services. The Fraport Emergency Orders (BA-NOT) form the basis for planning and coordinating these exercises. The exercise scenarios are planned and carried out as near to reality as possible, in order to ensure that all the parameters contained in the alarm plan are reviewed – the functionality and effectiveness of organizational, personnel and material precautions, as well as the qualifications of the emergency and support personnel. Special training and career development courses are held for employees at the Emergency Information Center and in Special Assistance Teams (SAT) (see "[Airport and aviation security](#)").

#### **Monitoring and tracking:**

The satisfaction of our customers is a top priority in our Materiality Matrix. We are continually working on improving our tested service profile in order to retain and further enhance customer satisfaction. Specifically, we have decided to provide more comfort to more than 57 million passengers traveling through Frankfurt every year. The corresponding activities were bundled in the initiative "Great to have you here!". For more information see "[Customer satisfaction](#)".

### Key opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2012](#), p. 57 ff)

#### Aspect “Customer health and safety”:

The top priority for air traffic is safety (see [“Materiality Matrix”](#)). We want to retain the high standard of safety at Frankfurt Airport. A continuous review of all processes governing safety, training of personnel deployed and a safety management system enable us to make a significant contribution to safety. Increasingly advanced technologies and more and more personnel are being deployed to guarantee the security of passengers, baggage and cargo (see [“Safety and security in air traffic”](#)).

Another key area of action is noise abatement (see [“Noise abatement”](#)). Aircraft noise is a key issue for residents in the communities near Frankfurt Airport. We have been measuring aircraft noise around the airport for more than 40 years. The undoubted negative impact for many airport neighbors is our motivation to continue our efforts to avoid and reduce aircraft noise. This is all the more critical since the traffic volume will increase with expansion of the airport and the new Runway Northwest. Active noise abatement is an effective tool for reducing the negative impacts experienced by neighbors of the airport from aircraft noise (see [“Active noise abatement”](#)). The first package of measures was submitted by the Expert Committee on Active Noise Abatement within the framework of the Forum Airport and Region in summer of 2010. The effectiveness of the measures is reviewed on the basis of the Frankfurt Noise Index. Other programs and procedures relating to negative noise impacts in the region are noise monitoring, active noise abatement on the ground, noise-related airport charges, the noise impact study and the passive noise abatement program (see [“Passive noise abatement”](#)).

A Bird Strike Management system is in place in order to prevent the risk of bird strike at Frankfurt Airport and at the Group airports.

A Wildlife Control Manual regulates measures, responsibilities and information pathways which are primarily directed toward reducing the potential risk of bird strike. A Bird Strike Officer has been appointed specifically dedicated to the issue of bird strike at the airport. Bird Control is operated throughout the day on the airport site and in the area surrounding the airport. Bird Control at Frankfurt Airport was extended to include the aircraft-movement area at the Runway Northwest and applies throughout the airport site and the area surrounding the airport.

The functions of Bird Control include regular bird surveys and documentation of the results, general monitoring of the airport site to identify any occurrences of birds relevant to aircraft safety and bird clearance. Management of landscaped areas plays a key role here. When species of shrub and tree are being selected, species attractive to birds, in particular those bearing berries are prohibited. Cultivation of long grasses (standard species height at least 20 cm) is a basic specification for grassland areas throughout the apron area to avoid attracting birds that breed on the ground. Areas of water that are permanently open are not allowed throughout the airport site and large areas that become covered in water have to be cleared.

#### Aspect “Product and service labeling”:

The ongoing economic success of our company depends on the satisfaction of our customers and employees. Competitive prices, quality of services and the security of procedures and workflows are key factors for this. Fraport has introduced an Integrated Management System to guarantee a process of continuous improvement for customer satisfaction (for more information see [“Management systems”](#)).

Numerous international and national guidelines and laws regulate air traffic. [The Airport Users Directive](#) and [The EU “Rights of Passengers”](#) are also applicable. Fundamental principles are also defined in extensive ICAO regulations governing air traffic and ground handling services (see <http://www.icao.int/>). The Air Security Act came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators and the airline companies (Article 8–9).

The satisfaction of our customers is a top priority in our Materiality Matrix. We are continually working on improving our tested service profile in order to retain and further enhance customer satisfaction. Specifically, we have decided to provide more comfort to more than 57 million passengers traveling through Frankfurt every year. The corresponding activities were bundled in the initiative “Great to have you here!”. For more information see [“Customer satisfaction”](#).

#### Aspect “Marketing communications”:

Fraport is committed to self-regulation on advertising when making promotional statements and complies with the regulations laid down by the German Advertising Council. Accordingly, Fraport avoids any form of discrimination, anticompetitive behavior and misrepresentation in the advertising material it publishes. Fraport takes particular account of the rules of conduct promulgated by the German Advertising Council for promotion with children and in front of them,

and operates within the prevailing standards of convention, decency and morality.

#### **Aspect “Customer privacy”:**

The ongoing economic success of our company depends on the satisfaction of our customers and employees. The security of procedures and workflows are key factors for this. Fraport has introduced an Integrated Management System to guarantee a process of continuous improvement for customer satisfaction. This serves as a platform for maintaining and developing a legally compliant and process-oriented organization and is intended to assist in implementing the vision and goals (value added, strong performance and sustainability) of our company. Fraport AG ranks among the leaders in the airport-management sector with an Integrated Management System certified by the German Technical Inspectorate (TÜV). This certificate confirms the quality of our services and the dependability and customer-centric approach of our company (see [“Management systems”](#)).

#### **Aspekt „Compliance“:**

We include observing laws and internal rules under the term compliance. In 2011, we started to implement an integrated system for compliance management, risk management and the Internal Control System. The preventive character of the Values Management System successfully introduced in 2003 is supplemented by the more comprehensive Compliance Management System (CMS). The further development of the CMS is based on the new auditing standard promulgated by the Institute of German Auditors (Institut der Deutschen Wirtschaftsprüfer, IDW) PS 980, which defines the conditions for an appropriate framework document and provides the necessary fundamental elements. Fraport pursues an integrative, risk-based approach in developing solutions for more in-depth links between the sub-systems Compliance Management, Risk Management, and Internal Control System. This approach is based on the internationally recognized COSO II Framework. For this purpose, a supporting IT Tool was introduced at Fraport AG in 2012. Networking of the individual subsystems in organizational terms will be guaranteed by the bodies Risk Management Committee and Compliance Board. The latter will formulate uniform specifications and will address concrete compliance incidents. The Compliance Board reports to the Executive Board which also regularly receives an overview of the material Group risks. The Executive Board uses this information to inform the Supervisory Board.

In October, 2012, the Executive Board tasked the Central Unit Corporate Compliance, Risk and Values Management with organization of Compliance Management to reflect the increasing importance of compliance for the success of our company.

We interpret the Compliance Management System as a systematic tool for ensuring conduct within the company that complies with laws and internal rules. Preventive and organizational measures are intended to minimize the liability risk for the company, its management and governance bodies, and each individual member of staff. The value-based corporate culture continues to be the basis for the Compliance Management System (see [“Compliance & Values Management”](#)).

#### **Aspect “Business continuity and emergency preparedness”:**

The Strategic Business Unit “Flight and Terminal Management, Corporate Safety and Security” has set up a cross-department , new Business Continuity Management where emergency management is integrated and more in-depth plans are worked out. These plans are then to be put into action if major incidents occur. Fraport AG currently already has an emergencymanagement system spanning all departments which was installed on the basis of the Operating Instructions for Emergencies (BA-NOT) and applies this for all emergency incidents. Each individual incident and the measures taken are documented. Apart from routine everyday business, winter services were a particular issue on the agenda last year. The crisis staff were also activated on this matter in our emergency center (ERIC – Emergency Response and Information Center). Stranded passengers were supported by by SAT Team (Special Assistance Team) on standby. These were volunteer employees of Fraport AG who act as first-aid consellers and as a care team. The emergency and crisis management comprises the following elements (see [“Airport and Aviation Security”](#)):

- Emergency planning
- Crisis care
- Emergency Response and Information Center (ERIC)
- Emergency Information Center (NIZ)
- Emergency exercises
- Airport Fire Brigade
- Airport safety
- Security Control Center
- Medical Services

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2012](#), Opportunities and Risk Report). The events which can impair the service quality at the airport include a breakdown of the Central Airport Information System (INFOplus) of the MACp access system. All the standard operating procedures intended to overcome any failure are defined in the Management Systems Manual of Fraport AG.

A key element of these standard operating procedures is the deployment of personnel.

#### Aspect “Service quality”:

The service quality is being increased by the following tools:

##### 1. Fraport passenger survey (see [Customer satisfaction](#))

- Each month more than 2,400 passengers are asked about their satisfaction with Frankfurt Airport overall and about their satisfaction with individual criteria (e.g. waiting time at the security checks or friendliness of employees at the information desks). The survey is carried out at the gates and is linked with the frequent flyer survey “Fraport Monitor”.
- Analysis: In each case, an evaluation for global satisfaction and the individual aspects is carried out for the proportions of passengers (on a scale where 1 is best and 6 is worst) which selected one of the best assessment options (so-called “Top Box”). Example: The global satisfaction calculated on the basis of this method amounted overall to 88 percent in 2011, i.e. 88 out of 100 respondents gave a score of 1 or 2 to the item “How satisfied were you overall with Frankfurt Airport?”.

##### 2. ASQ (Airport Service Quality) Survey

- ASQ is a passenger satisfaction study initiative by the international airports association ACI. Some 200 airports worldwide take part in this study. Passengers also have the option here assessing their overall satisfaction with the airport in the course of a survey in the gate area and with specific services at the airport. The survey is carried out in the form of a questionnaire.
- Analysis: The trend of an individual airport’s survey results are tracked over time and the relevant position of Frankfurt by comparison with comparable airports is also assessed.

We are also in continuous dialog with our business customers and partners. Our monthly customer advisory councils and quarterly taskforces meet with the airlines on a monthly or quarterly basis in an ongoing process of dialog within a structured schedule and framework. Additionally, numerous ad-hoc meetings take place to discuss specific subject areas. We also have a continual exchange of ideas with government agencies.

#### Aspect “Provision of services or facilities for persons with special needs”:

FraCareServices GmbH is a subsidiary company of Fraport AG and Deutschen Lufthansa AG which is based at Frankfurt Airport. FraCareServices GmbH offers services to people with restricted mobility and special needs pursuant to the provisions of the EU Directive (EC) 1107/2006.

This service is the response by Fraport AG taking account of the EU Directive. Responsibility for providing assistance service at the airport has been transferred by the airline companies to the airport operators in order to ensure a uniform quality standard for the assistance service to passengers with special needs and restricted mobility. FraCareServices GmbH has more than 400 specially trained employees and looks after passengers requiring support in making their way to and from the aircraft (for more information see <http://www.fracareservices.com/english/>).

### ***PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement***

The key issue for air traffic above all others is safety. We want to retain the high standard of safety at Frankfurt Airport. A continuous review of all processes governing safety, training of personnel deployed and a safety management system enable us to make a significant contribution to safety. Increasingly advanced technologies and more and more personnel are being deployed to guarantee the security of passengers, baggage and cargo, as well as employees (see “Safety”).

### ***PR2 Incidents of non-compliance with regulations concerning health and safety impacts***

No incidents were recorded in 2012

## AO9 Wildlife strikes



See “AO9 Number of wildlife strikes per 1,000 flight movements”.



## PR3 Product and service information required by procedures



Numerous international national guidelines and laws regulate air traffic. The [Airport Users' Directive](#) is also applicable. The EU “[Rights of Passengers](#)” are also applicable (for more information see <http://www.icao.int/>). Fundamental principles are also defined in extensive ICAO regulations governing air traffic and ground handling services (for more information see <http://www.icao.int/>). The Air Security Act came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators and the airline companies (Article 8–9).

See also “[Safety practices](#)” and “[Safety and security in air traffic](#)”.

Fraport is a service provider company, the specified aspects are therefore of downstream relevance.



## PR4 Incidents of non-compliance with regulations concerning product information and labeling



No incidents were recorded for 2012.



## PR5 Customer satisfaction



We carry out monthly passenger satisfaction surveys. These are supplemented every quarter by comparative values from other airports, the “Airport Service Quality Index” (ASQ), an initiative of the Airport Council International (ACI).

Fraport also has a comprehensive feedback and complaints system so that our customers can tell us about their experiences. We are totally accessible to our customers. They can contact us by Facebook, Twitter, email, phone, letter, in person or using our feedback terminals. The aim is to ensure that every complaint is answered within the space of five days. In 2012, 4,100 complaints were received. This is about 700 complaints more than in the previous year, which is due to the much easier procedure for complaining through social media channels and the FRA Airport App. The complaints are dealt with by the relevant departments and provide ideas for improvements. We are also in continuous dialog with our business customers and partners. Our monthly customer advisory councils and quarterly task forces meet with the airlines on a monthly or quarterly basis in an ongoing process of dialog within a structured schedule and framework. Additionally, numerous ad-hoc meetings take place to discuss specific subject areas. We also have a continual exchange of ideas with government agencies.



## PR6 Standards and voluntary codes related to marketing



Fraport is committed to self-regulation on advertising when making promotional statements and complies with the regulations laid down by the German Advertising Council. Accordingly, Fraport avoids any form of discrimination, anticompetitive behavior and misrepresentation in the advertising material it publishes. Fraport takes particular account of the rules of conduct promulgated by the German Advertising Council for promotion with children and in front of them, and operates within the prevailing standards of convention, decency and morality.

Fraport does not sell any products whose sale is prohibited in specific markets.





### ***PR7 Incidents of non-compliance with regulations concerning marketing communications***



Sanctions, fines or warnings on account of infringement of advertising standards were not applied during the year under review.



### ***PR8 Complaints regarding breaches of customer privacy***



Fraport did not record any substantiated complaints in 2012.



### ***PR9 Fines for non-compliance with laws and regulations concerning the provision and use of products and services***



No breaches are known at Fraport AG.



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## UN Global Compact Index

Fraport respects and supports the ten principles of the UN Global Compact. Fraport develops and implements measures to make them a reality and contributes to their recognition, even beyond the horizons of our company. This report is a progress report on the implementation of the ten principles of the UN Global Compact within corporate governance. The links below the individual principles relate to the sections in the report for 2012 "Connecting Sustainably" and in other publications where we provide information on our commitment to implementing the ten principles of the UN Global Compact.



You will find more information on the UN Global Compact [here](#).

### ***Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights***



- 4.8 Internally developed statements of values, codes of conduct, and principles
- 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
- 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
- Management approach (Economic performance indicators)
- EC5 Range of ratios of standard entry level wage compared to local minimum wage
- Management approach (Social performance indicators: Working practices and decent working conditions)
- LA6 Percentage of total workforce represented in formal joint management-worker committees

- ➔ LA7 Work-related fatalities and absenteeism
- ➔ LA8 Education and training regarding serious diseases
- ➔ LA9 Health and safety topics covered in formal agreements with trade unions
- ➔ LA10 Average hours of training per employee
- ➔ LA11 Programs for skills management and lifelong learning
- ➔ LA13 Composition of employees
- ➔ LA14 Ratio of basic salary and remuneration of women to men
- ➔ LA15 Return to work after parental leave
- ➔ SO9 Operations with significant potential or actual negative impacts on local communities
- ➔ SO10 Prevention and mitigation measures implemented in operations
- ➔ Management approach (Social performance indicators: Human rights)
- ➔ HR1 Investment agreements that include clauses incorporating human rights concerns
- ➔ HR2 Suppliers that have undergone human rights screening
- ➔ HR3 Total hours of employee training concerning aspects of human rights
- ➔ HR4 Incidents of discrimination and corrective actions taken
- ➔ HR5 Freedom of association and collective bargaining
- ➔ HR6 Operations and measures to contribute to the effective abolition of child labor
- ➔ HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor
- ➔ HR8 Percentage of security personnel trained in the organization's policies
- ➔ HR9 Incidents of violations involving rights of indigenous people
- ➔ HR10 Operations that have been subject to human rights reviews
- ➔ HR11 Number of grievances relating to human rights
- ➔ SO1 Operations with implemented local community engagement
- ➔ SO5 Public policy positions and lobbying

## ***Principle 2: Make sure that they are not complicit in human rights abuses***

- ➔ 4.8 Internally developed statements of values, codes of conduct, and principles
- ➔ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
- ➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance

➔ Management approach (Social performance indicators: Working practices and decent working conditions)

➔ Management approach (Social performance indicators: Human rights)

➔ HR1 Investment agreements that include clauses incorporating human rights concerns

➔ HR2 Suppliers that have undergone human rights screening

➔ HR3 Total hours of employee training concerning aspects of human rights

➔ HR4 Incidents of discrimination and corrective actions taken

➔ HR5 Freedom of association and collective bargaining

➔ HR6 Operations and measures to contribute to the effective abolition of child labor

➔ HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor

➔ HR8 Percentage of security personnel trained in the organization's policies

➔ HR9 Incidents of violations involving rights of indigenous people

➔ HR10 Operations that have been subject to human rights reviews

➔ HR11 Number of grievances relating to human rights

➔ SO5 Public policy positions and lobbying

### ***Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining***



➔ 4.8 Internally developed statements of values, codes of conduct, and principles

➔ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance

➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance

➔ Management approach (Social performance indicators: Working practices and decent working conditions)

➔ LA4 Employees covered by collective bargaining agreements

➔ LA5 Minimum notice period(s) regarding significant operational changes

➔ LA9 Work and safety agreements with unions

➔ Management approach (Social performance indicators: Human rights)

➔ HR1 Investment agreements that include clauses incorporating human rights concerns

➔ HR2 Suppliers that have undergone human rights screening

➔ HR3 Total hours of employee training concerning aspects of human rights

→ HR5 Freedom of association and collective bargaining

→ SO5 Public policy positions and lobbying

#### ***Principle 4: The elimination of all forms of forced and compulsory labour***



→ 4.8 Internally developed statements of values, codes of conduct, and principles

→ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance

→ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance

→ Management approach (Economic performance indicators)

→ Management approach (Social performance indicators: Working practices and decent working conditions)

→ Management approach (Social performance indicators: Human rights)

→ HR1 Investment agreements that include clauses incorporating human rights concerns

→ HR2 Suppliers that have undergone human rights screening

→ HR3 Total hours of employee training concerning aspects of human rights

→ HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor

→ SO5 Public policy positions and lobbying

#### ***Principle 5: The effective abolition of child labour***



→ 4.8 Internally developed statements of values, codes of conduct, and principles

→ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance

→ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance

→ 4.12 Externally developed charters, principles, or other initiatives

→ Management approach (Social performance indicators: Working practices and decent working conditions)

→ Management approach (Social performance indicators: Human rights)

→ HR1 Investment agreements that include clauses incorporating human rights concerns

→ HR2 Suppliers that have undergone human rights screening

→ HR3 Total hours of employee training concerning aspects of human rights

→ HR6 Operations and measures to contribute to the effective abolition of child labor

## ***Principle 6: The elimination of discrimination in respect of employment and occupation***



- 4.8 Internally developed statements of values, codes of conduct, and principles
- 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
- 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
- 4.12 Externally developed charters, principles, or other initiatives
  
- Management approach (Economic performance indicators)
- EC5 Range of ratios of standard entry level wage compared to local minimum wage
- EC6 Practices of spending on locally-based suppliers
- EC7 Procedures for local hiring
  
- Management approach (Social performance indicators: Working practices and decent working conditions)
- LA2 Employee turnover
- LA3 Benefits provided to full-time employees
- LA15 Return to work after parental leave
- LA13 Composition of employees
- LA14 Ratio of basic salary and remuneration of women to men
  
- Management approach (Social performance indicators: Human rights)
- HR1 Investment agreements that include clauses incorporating human rights concerns
- HR2 Suppliers that have undergone human rights screening
- HR3 Total hours of employee training concerning aspects of human rights
- HR4 Incidents of discrimination and corrective actions taken
- SO5 Public policy positions and lobbying

## ***Principle 7: Businesses should support a precautionary approach to environmental challenges***



- 4.8 Internally developed statements of values, codes of conduct, and principles
- 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and

social performance

- ➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
- ➔ 4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization
- ➔ 4.12 Externally developed charters, principles, or other initiatives
  
- ➔ Management approach (Economic performance indicators)
- ➔ EC2 Financial implications due to climate change
  
- ➔ Management approach (Ecological performance indicators)
- ➔ EN1 Materials used
- ➔ EN2 Recycled input materials
- ➔ EN6 Initiatives to provide energy-efficient or renewable energy based products
- ➔ EN7 Initiatives to reduce indirect energy consumption
- ➔ EN18 Initiatives to reduce greenhouse gas emissions
- ➔ EN26 Initiatives to mitigate environmental impacts
- ➔ EN30 Total expenditure and investments for environmental protection
  
- ➔ SO5 Public policy positions and lobbying
  
- ➔ Management approach (Social performance indicators: Product responsibility)
- ➔ PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement
- ➔ PR2 Incidents of non-compliance with regulations concerning health and safety impacts

### ***Principle 8: Undertake initiatives to promote greater environmental responsibility***



- ➔ 4.8 Internally developed statements of values, codes of conduct, and principles
- ➔ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
- ➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
- ➔ 4.12 Externally developed charters, principles, or other initiatives
  
- ➔ Management approach (Economic performance indicators)
- ➔ EC2 Financial implications due to climate change
  
- ➔ Management approach (Ecological performance indicators)



- ➔ EN1 Materials used
- ➔ EN2 Recycled input materials
- ➔ EN3 Direct energy consumption
- ➔ EN4 Indirect energy consumption
- ➔ EN5 Energy saved
- ➔ EN6 Initiatives to provide energy-efficient or renewable energy based products
- ➔ EN7 Initiatives to reduce indirect energy consumption
- ➔ EN8 Total water withdrawal
- ➔ EN9 Water sources affected by withdrawal of water
- ➔ EN10 Percentage and total volume of water recycled and reused
- ➔ EN11 Location in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
- ➔ EN12 Impacts on biodiversity
- ➔ EN13 Habitats protected or restored
- ➔ EN14 Strategies for managing impacts on biodiversity
- ➔ EN15 Red List species and national conservation list species
- ➔ EN16 Greenhouse gas emissions
- ➔ EN17 Other relevant indirect greenhouse gas emissions
- ➔ EN18 Initiatives to reduce greenhouse gas emissions
- ➔ EN19 Emissions of ozone-depleting substances
- ➔ EN20 NO<sub>2</sub>, SO<sub>2</sub> and other significant air emissions
- ➔ EN21 Total water discharge
- ➔ EN22 Waste by type and disposal method
- ➔ EN23 Significant spills
- ➔ EN24 Waste deemed hazardous under the terms of the Basel Convention Annex
- ➔ EN25 Biodiversity value of discharges of water and runoff
- ➔ EN26 Initiatives to mitigate environmental impacts
- ➔ EN27 Packaging material
- ➔ EN28 Fines and sanctions for non-compliance with environmental laws and regulations
- ➔ EN29 Environmental impacts of transporting
- ➔ EN30 Total expenditure and investments for environmental protection
- ➔ SO5 Public policy positions and lobbying

- ➔ Management approach (Social performance indicators: Product responsibility)
- ➔ PR1 Health and safety impacts along the product life-cycle
- ➔ PR3 Product and service information required by procedures
- ➔ PR4 Incidents of non-compliance with regulations concerning product information and labeling

### ***Principle 9: Encourage the development and diffusion of environmentally friendly technologies***



- ➔ 4.8 Internally developed statements of values, codes of conduct, and principles
- ➔ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
- ➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
- ➔ 4.12 EExternally developed charters, principles, or other initiatives

➔ Management approach (Economic performance indicators)

➔ EC2 Financial implications due to climate change

➔ Management approach (Ecological performance indicators)

➔ EN1 Materials used

➔ EN2 Recycled input materials

➔ EN3 Direct energy consumption

➔ EN4 Indirect energy consumption

➔ EN5 Energy saved

➔ EN6 Initiatives to provide energy-efficient or renewable energy based products

➔ EN7 Initiatives to reduce indirect energy consumption

➔ EN10 Percentage and total volume of water recycled and reused

➔ EN18 Initiatives to reduce greenhouse gas emissions

➔ EN26 Initiatives to mitigate environmental impacts

➔ EN27 Packaging material

➔ EN30 Total environmental protection expenditures and investments

➔ SO5 Public policy positions and lobbying

➔ Management approach Social performance indicators: Product responsibility

➔ PR1 Health and safety impacts along the product life-cycle

***Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery***



- ➔ 4.8 Internally developed statements of values, codes of conduct, and principles
  - ➔ 4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance
  - ➔ 4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
  - ➔ 4.12 Externally developed charters, principles, or other initiatives
  - ➔ Management approach (Social performance indicators: Society)
  - ➔ SO2 Percentage and total number of business units analyzed for risks related to corruption
  - ➔ SO3 Percentage of employees trained in anti-corruption policies and procedures
  - ➔ SO4 Actions taken in response to incidents of corruption
  - ➔ SO5 Public policy positions and lobbying
  - ➔ SO6 Contributions to political parties or politicians
-



## Indexes, Awards and Memberships

Fraport is listed in the most important sustainability indexes. It is a member of various relevant community initiatives and has been granted various awards for sustainable corporate governance.

### Absolventa GmbH



The trainee program of Fraport AG was awarded the "Quality Seal Certified Trainee Program 2011" by Absolventa GmbH in 2011. Fraport AG therefore ranks among the companies that offer trainee programs that are verifiably fair and equitable, and promote career development. Absolventa is a job exchange for young academics which offers a career mentor alongside job offers.

### Airport Carbon Accreditation



#### ACI Europe Certificate of „Airport Carbon Accreditation“

In September 2009, Fraport AG was the first airport operator to receive accreditation under Airport Carbon Accreditation (ACA). ACA is a concept for presentation and management of the climate-gas emissions at European airports. It was developed on behalf of the airport association ACI Europe in 2008. In early 2012, Fraport achieved Level 3 („Optimization“). Antalya Airport (AYT) was accredited at Level 1 in 2010. In 2011, it reached Level 2

by carrying out the measures defined in the so-called Carbon Management Plan and in the year 2012 the airport implemented its stakeholder agreement and expanded its activities to Scope 3 of the Greenhouse Gas Protocol enabling it to reach Level 3.

### Career and Family Audit



Under the patronage of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth and Federal Ministry of Economics and Technology



The Career and Family Audit is a strategic management tool which supports employers in creating a robust and profitable balance between corporate goals and employee interests. In 2010, Fraport was again awarded a certificate for success in activities to get the work-life balance right between career and family. The certificate is awarded by the Hertie Foundation and is based on a goal agreement between the career and family organization and Fraport AG.

The next re-audit will take place in 2013.

## BME (German Association of Materials Management, Purchasing and Logistics)



In 2009, we signed the Business Conduct Rules of the biggest European purchasing association, the German Association of Materials Management, Purchasing and Logistics in order to firmly establish human rights in our investment and procurement practices. The guideline is

based on the principles of the UN Global Compact and includes fundamental anti-corruption rules, antitrust agreements, rules on child labor and forced labor, and compliance with human rights, environmental protection and health promotion, and fair working conditions. The companies signing the agreement have also made a commitment to promoting compliance with the "Business Conduct Rules" with their suppliers with the aim of achieving the best possible effectiveness. .

## Carbon Disclosure Leadership Index



### Carbon Disclosure Project

#### CARBON DISCLOSURE PROJECT

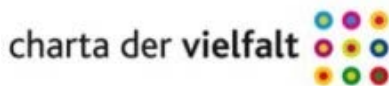
Fraport has been taking part in the Carbon Disclosure Project (CDP) since 2006. This is the leading climate reporting initiative in the finance industry worldwide, which analyzes companies and their strategies for climate change and CO2 reporting. In 2010 Fraport was listed for the first time in the Carbon Disclosure Leadership Index (CDLI), then comprising 30 top-scoring companies; in 2011 and 2012 its membership was confirmed. In 2012, 36

companies from Switzerland, Austria and Germany (DAX, MDAX, ATX, SMI, SMIM) were recognized in this Index. Deutsche Post AG, Österreichische Post AG and Fraport AG are the only companies from the transportation sector included in the CDLI.

## Charta der Vielfalt



*Under the patronage of: Bundeskanzlerin Angela Merkel*



Fraport signed the Charta der Vielfalt ("Charter of Diversity") in 2007. The initiative is to improve the recognition, appreciation and inclusion of diversity within the corporate culture.

## Germany's most customer-oriented service provider 2012



In a competition to choose "Germany's most customer-oriented service provider 2012" Fraport received a renowned quality certificate for its "Great to have you here" service initiative. The initiative was launched to enhance the passenger experience at Frankfurt Airport. As part of the initiative, single elements of the travel process – such as check-in, security control or baggage drop-off – are analyzed with the aim of streamlining the overall travel process to the benefit of passengers. Also airlines, retailers and government agencies are involved in the service initiative. As a result, the travel experience at Frankfurt Airport has already been significantly enhanced.



## German Sustainable Building Council (DGNB – Deutsche Gesellschaft für Nachhaltiges Bauen e.V)



*Member of DGNB*



Fraport AG's new headquarters building was designed and constructed according to the standards issued by the DGNB German Sustainable Building Council and has already been awarded the DGNB's "Preliminary Certificate in Gold". The building located at Gate 3 of Frankfurt Airport and completed in spring 2013 meets the demanding quality criteria of the certification standards laid down by the DGNB certification council for sustainable building. The "Gold Class" of certifications from the DGNB is awarded if at least 80 percent of the quality criteria are fulfilled which are defined in DGNB's complex certification system.

## Dow Jones Sustainability Indexes



The Dow Jones Sustainability Indexes (for short DJSI) are a family of portfolio indexes. Apart from financial aspects, they are also tracking companies in terms of ecological and social criteria.

The Dow Jones Sustainability World Index (DJSI World) shows the industry-best 10% of the world's largest 3,000 companies in the Dow Jones Global Total Stock Market Index based on their sustainability performance. Fraport

AG has been listed in this index since 2007.

## eCarTec



*munich expo Veranstaltungen GmbH*

Fraport AG was granted the eCarTec-Award for its "e-Fleet 2015+" concept in 2009. The prize was awarded for the first time at the eCarTec international exhibition for electromobility in Munich in 2009 for the category "Sustainable Mobility Concepts". This award was an accolade for the future-proof concept of Fraport AG in electromobility and the company's track record of

commitment to testing innovative automotive technology at the airport and in regular operation.

## EMAS



*European Union/Chamber of Industry and Commerce*

European Union/Chamber of Industry and Commerce 2008 Revalidation in conformity with [EMAS](#) (Eco-Management and Audit Scheme), monitoring audit successfully passed in 2009 and 2010.

The Environmental Management System of Fraport AG was established on the basis of the European EMAS Regulation on environmental management in 1999 and the environmental company

audit for the Frankfurt site (Directive, EC, No. 761/2001) was implemented. In 2011 Fraport passed the revalidation according to EMAS (Eco-Management and Audit Scheme) and in 2012 it was successful in the follow-up audit. In addition, since 2002 Fraport AG has been certified according to the internationally applicable [ISO 14001](#) standard. At Frankfurt Airport the environmentally relevant group companies N\*ICE Aircraft Services & Support GmbH and Fraport Cargo Services GmbH are validated according to EMAS/ISO 14001, and outside of Frankfurt the group airports Lima and Antalya (terminal operation) are registered ISO 14001 organizations.

## Success Factor Family



*Federal Ministry for Family Affairs, Senior Citizens, Women and Youth*

On 29 May 2008, Fraport AG received the accolade of overall winner in the "Big Companies" category for an exemplary family-oriented company policy fostering family values.

## Fair Company



*Initiative of the "Karriere" jobs and business magazine*

Fraport has held the "[Fair Company](#)" certification for more than seven years. The "Karriere" magazine awards this certification to companies which take a stand against exploiting the so-called internship generation and take appropriate action. If a company does no longer comply with (one of) the five defined rules, the certification will be withdrawn.

## ISAGO certificate



*International Air Transport Association (IATA)*

In 2011, Fraport AG was awarded the [ISAGO certificate](#) by the International Air Transport Association (IATA). The ISAGO certificate – IATA Safety Audit for Ground Operations – defines uniform safety and quality standards for ground handling services for the first time ever and is an internationally recognized system for assessing ground services providers. The objective of

ISAGO is to improve safety on the ground and reduce the risk of accidents and injury. Fraport's current ISAGO certificate is valid until October 2014.

## ISO 9001/ISO 14001/OHSAS 18001



*International Organization for Standardization/TÜV NORD CERT GmbH*

Fraport AG has implemented a group certification system according to [ISO 9001](#) – comprising the Fraport parent company, 16 subsidiaries and investments as well as companies with contractual ties to Fraport. In 2010, the recertification of the certification network of Fraport AG took place. The surveillance audits 2011 and 2012 for the certification period 2010-2013

were conducted within the certification period and have been successfully completed.

The quality management system of Fraport AG was set up in 1994 in accordance with the international standard ISO 9001 and certified for the first time in 1997. Since 2000, the certification network has been continually expanded.

Individual Group companies have also been certified in accordance with ISO 14001 (environment) and [OHSAS 18001](#) (occupational health and safety) by TÜV NORD CERT GmbH (German Technical Inspectorate).



## Modell region electromobility



Fraport tests alternative mobility concepts for their practical application in avoiding CO2 emissions at Frankfurt Airport. One project relates to electric drives and is sponsored by the Federal Ministry for Transport, Building and Urban Development (BMVBS). By the year 2015, more than 40 electric vehicles will have been tested in operation at the airport, including special-purpose vehicles for aircraft handling, and minibuses and cars. The Frankfurt/Rhine-Main Region is being funded by the BMVBS within the federal program "Electromobility in Model Regions". The Model Regions Electromobility are being coordinated by NOW GmbH National Organisation Hydrogen and Fuel Cell Technology.

Fraport is also a member of the [Hessian Alliance Electromobility](#).



## Move Europe-Partner Excellence



Thanks to Fraport's special commitment in the area of company health management, the Federal Association of Company Health Insurers awarded the "Move Europe-Partner Excellence" certificate this company.

Every year, this German Association organizes the "German Corporate Health Award". This award goes to companies and organizations with outstanding achievements in promoting employee health; these are

companies that do not only direct their activities to individual practices but also successfully implement measures aiming at optimizing the corporate context and consider in-house health management as a vital element of their corporate strategy.

Please find details on the "Deutscher Unternehmenspreis Gesundheit" as well as a short presentation of the Fraport AG [here](#).

## oekom research AG



In 2012, the rating agency oekom research awarded the "Prime Status" to Fraport AG. The Prime Status is awarded to those companies which according to the oekom Corporate Rating are among the leaders in their industry and which meet industry-specific minimum requirements.

## FTSE4Good Index





The **FTSE4Good** is an index published by the Financial Times and the London Stock Exchange (FTSE) every six months. As a result of the reviews by EIRIS imug, the FTSE4Good confirmed the membership of Fraport in this Index in 2011 and again in 2012. Companies are listed in the FTSE4Good Index if they perform above average in the fields of human rights, social standards and environmental protection, and continuously improve their performance

## RobecoSAM Sustainability Yearbook



The Yearbook published by RobecoSAM and KPMG is regarded as the world's most informative and comprehensive publication on sustainability trends and the sustainability performance of selected companies. Of the 2,500 biggest companies (based on the Dow Jones Global Total Stock Market Index) the best 15% of each sector are included in the Yearbook. Amongst those, only the top-performing companies are honored with the RobecoSAM Gold, Silver or Bronze Award. Fraport AG was included in the

Yearbook for the first time in 2008 and then achieved the Bronze Class award in 2013. Fraport is represented in the Industrial Transportation sector.

[www.robecosam.com](http://www.robecosam.com)

## Service Champion Award



"Service Champions", Germany's biggest quality seal for customer satisfaction, is based on almost one million customer evaluations of more than 1,000 companies from around 100 sectors. The ranking is drawn up jointly by market research company ServiceValue, Goethe University Frankfurt and daily newspaper "Die Welt".

According to a recent study, Germany's biggest airport ranks among the "Service Champions" and received this award in silver. Assessments by airline passengers rank Frankfurt in second place for service experience among the German airports with more than nine million passengers each year. A year ago, Fraport launched the service program "Great to have you here!" with lots of improvements which make departures and transfers much faster and more enjoyable at Frankfurt Airport.

## STOXX Global ESG Leaders Index



In 2012 Fraport AG was accepted to the STOXX Global ESG Leaders Index. Within the selection process each company listed in the STOXX Global 1800 Index has been examined in terms of environmental, social and governance data. The index provider STOXX is collaborating with the rating agency Sustainalytics specialized in the assessment of sustainability performance of companies.

## TOP IT Quality Award



IIR Deutschland, a division of EUROFORUM Deutschland SE

In 2010, the quality management at Fraport AG received the Topit Quality Award. A process-based Integrated



Management System was introduced at Fraport AG in order to support the competitiveness of its integrated service package. The jury found the transferability of the project to other divisions and sectors particularly impressive.

#### *Transparency International German Chapter e.V.*



Since 2002, Fraport has been a member of the German Chapter of Transparency International.

#### *Trendence Trendemployer in Europe 2012*



Based on the annual target group surveys conducted by Universum, Fraport AG has been among Germany's top 100 employers for a number of years now. Universum surveys more than 5,200 young professionals on their career plans and employer preferences, thus providing a valuable information tool. The surveys are split into two categories: business and engineering. Fraport AG has been ranked 64th in both categories.

Fraport AG has been ranked 64th in both categories.

#### *trendence Institut GmbH*



In the framework of the Graduate Barometer established every year by trendence, a research institute specializing in employer branding, Fraport AG has ranked among Germany's top employers for many years in a row, including in 2012.

#### *Personal Accident Scheme Hesse (Unfallkasse Hessen)*



In 2012 the accident insurance company UKH (Unfallkasse Hessen) granted awards to member companies for the third time in recognition of exemplary measures taken for occupational health and safety promotion campaigns within the companies. UKH grants these awards every two years to companies with a positive and hands-on approach to accident prevention. Fraport received particular recognition for the continued development of prevention measures and safety standards. In particular, a prize of €3,000

was awarded for a Fraport initiative conducted in 2011 with the aim of raising employees' safety awareness. Also Fraport's FraSec subsidiary received an award for exemplary and sustainable measures in occupational health and safety.

#### *UN Global Compact, OECD, ILO*



We are committed to responsible corporate governance and compliance of recognized codes of conduct – the principles of the principles of UN Global Compact, the OECD guidelines and the ILO Labour Standards.

## Universum Kommunikation und Medien AG



For a number of years the student surveys conducted by Universum have shown Fraport AG among Germany's top 100 employers. This distinction was awarded to Fraport AG also in 2012.

You will find all the awards between 2000 and 2011 [here](#)

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## Principles of Reporting

Our Sustainability Report 2012 is intended to provide our stakeholders and any interested members of the public with information about the activities, progress and targets in the area of sustainable development in the Fraport Group. This is now our ninth report and this is the first time we will be publishing it as online report. The report is complemented by a [Brief Report](#) which presents a summarized selection of our commitment to sustainability.

### Report contents and stakeholders



The selection of the content in this report is based on regular communication and exchange of ideas with our stakeholder groups and on our sustainability program. We introduced a comprehensive materiality analysis in 2010 as a basis for the strategic development. We defined important areas of action for Fraport within this framework and positioned these areas in a [Materiality Matrix](#) on the basis of their relevance for stakeholders and the company. Fraport set targets for all the areas of action in the Materiality Matrix in its [Sustainability program](#) and defined measures for target attainment. This report describes their effectiveness. In 2012, the program was streamlined compared to the previous year and focuses more precisely on potential for improvement. In future, "ongoing" targets will be presented in the report with all the corresponding activities.

### Alignment of reporting



Our Sustainability Report 2012 complies with the guidelines of the [Global Reporting Initiative \(GRI\)](#) in version G 3.1. The Airport Operators Sector Supplement dealing specifically with airport operators was taken into account. Compliance of the GRI indicators is presented in the [GRI-Index](#). The report meets the requirements for "[Application Level A+](#)" and therefore fulfills the highest level of the GRI guidelines. Fraport respects and supports the ten principles of the UN Global Compact. We develop and implement measures to make them a reality and contribute to recognition of the principles, even beyond the horizons of our company. This report is our progress report on the implementation of the ten principles of the UN Global Compact within corporate governance.

### Publication cycle and reporting period



Our sustainability report is published annually in German and English. It covers the reporting period from 1 January to 31 December of the relevant year. The editorial deadline for this 2012 report was 30 March 2013. The last report was published on 3 May 2012.

### Scope of reporting



The information in the Sustainability Report covers the following areas

- all activities, products and services,
- all companies that we included in the Group of consolidated companies in accordance with the applicable rules for purposes of financial reporting on the relevant balance sheet date and as the case may be those that have significant environmental impacts within this framework (see information on data surveying).

We record any deviations that we believe to be relevant for assessment of our performance.

Frankfurt is by far the biggest Fraport site and it forms the main focus of our reporting.

### Cautionary note regarding forward-looking statements



If this report contains statements of future forecasts or expectations, they are based on a series of assumptions about future events and are subject to unknown risks and uncertainties, and other factors, many of which are outside the sphere of influence of Fraport and which may result in the actual events differing significantly from the forecasts and statements made here in the report.

## Data collection



The financial figures in this report correspond with the data provided in the [Annual Report 2012](#). Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2012 in accordance with the standards published by the [International Accounting Standards Board \(IASB\)](#).

Data on the development of personnel figures is recorded and evaluated using standardized personnel software solutions. The circle of consolidated Group companies is reconciled to the financial data for purposes of determining the Group personnel indicators. Accordingly, we include the Fraport parent company and all the affiliated companies in full, and joint venture companies are included on a proportionate basis. Minority holdings are not included in the Group personnel data.

The environmental data for the Group are collected for the Fraport parent company, the fully consolidated subsidiaries exerting relevant environmental effects at the Frankfurt site, and the significant Group airports (2008: Hahn, [Varna und Burgas](#), [Lima](#) and [Antalya](#); from 2009: Varna, Burgas, Lima, Antalya). The data for the circle of consolidated companies deviating from this between the years 2008 to 2011 were not adjusted retrospectively.

Analogous to the survey method for financial and personnel data, the environmental indicators at Group level were also determined for 2012 using an SAP-based application. The same method of calculation was used for environmental data in 2012 as for the finance and personnel figures for the first time. Details of any different survey methods used are indicated in individual cases.

The environmental data is systematically surveyed at the Frankfurt site in conformity with EMAS-VO and DIN EN ISO 14001 and are subject to external verification by an accredited environmental auditor. The Lima and Antalya airports are also surveyed in conformity with ISO 14001.

The reporting data is calculated using the standard methods, calculations and estimates we believe to be appropriate and as used in standard business practice. However, it is not possible to exclude the possibility of individual GRI indicators being associated with some degree of uncertainty. An overview of all indicators is provided in our [accounting](#).

## Editorial comments



When we refer to the parent company Fraport AG with its registered office at Frankfurt Airport, we make this clear as appropriate. We use the term Fraport synonymously with the designations Fraport AG and the Fraport Group.

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## Statement GRI Application Level Check

GRI hereby states that Fraport AG has presented its report "Connecting Sustainably - Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf).

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 3 April 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex".

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The "+" has been added to this Application Level because Fraport AG has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 20 March 2013. GRI explicitly excludes the statement being applied to any later changes to such material.



