



Connecting Sustainably

Report 2011



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The sustainability report can be accessed online by going to www.sustainability-report.fraport.com. The online version includes all the information in this report and also provides more in-depth, detailed information. We refer you to additional information at the appropriate places in the document with numbered quick links 1 2 3. You will find an overview in the list of quick links on the home page. Click on the relevant link to go directly to the information you require.

Any use of the male form is for purposes of readability and includes female and male genders throughout.



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Sustainability needs change

75 years of Frankfurt Airport – this is certainly the time for Fraport to salute its heritage and look to the future. Germany’s biggest airport has been connecting up cities and people that are far apart for three generations. It links up business centers and markets. As a sustainability-centric company, we also want to harmonize contradictory objectives such as individual mobility and global environmental protection, and responsibility for the people we employ and the residents living in the region. Corporate responsibility demands action all the time, the requirements are undergoing continual change. By rising to the challenges, we too undergo a gradual process of change.

Profile

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

Aviation

The Aviation segment is responsible for the business activities traffic and terminal operations, and airport safety and security at Frankfurt Airport. This segment is also responsible for expansion of the airport. EBITDA for the segment is €187.8 million, representing a contribution of 23.4 %.

Retail & Real Estate

The Retail & Real Estate segment pools all activities and expertise of Fraport AG for commercial development and marketing of floorspace not used for flight operations at Frankfurt Airport. EBITDA amounted to €305.3 million in 2011. This segment has the biggest margins and earnings and contributed a share of 38.1 % to Group EBITDA.

Ground Handling

The business of the Ground Handling segment covers services revolving around passengers, baggage and cargo in Frankfurt. Groundhandling services are a very personnel-intensive area subject to international competition. Margins are modest. However, the high quality of the services provided from a single source represents a major competitive advantage for the quality of the hub at Frankfurt. EBITDA amounted to €54.5 million and this corresponds to a share of 6.8 % in the Group EBITDA.

External Activities & Services

The External Activities & Services segment is responsible for Central Infrastructure Management, and IT and facility management services at the Frankfurt site. It also bundles all Fraport activities outside Frankfurt. Global marketing of airport know-how and the operation of 13 Group airports have now become a significant factor for revenue and earnings. The segment generated EBITDA of €254.7 million and this represents 31.7 % of the corresponding Group value.

- 1 Products & Services
- 2 Fraport Worldwide

Fraport statistics	Employees (annual average, persons/2011 share in %)		Revenue (€ million/2011 share in %)		EBITDA (€ million/2011 in %)	
	2010	2011	2010	2011	2010	2011
Fraport Group	19,792	20,595	2,194.6	2,371.2	710.6	802.3
Aviation	6,074	6,088 <div><div></div></div> 29.6 %	693.9	774.9 <div><div></div></div> 32.7 %	131.6	187.8 <div><div></div></div> 23.4 %
Retail & Real Estate	606	596 <div><div></div></div> 2.9 %	403.1	444.7 <div><div></div></div> 18.8 %	294.7	305.3 <div><div></div></div> 38.1 %
Ground Handling	8,564	8,899 <div><div></div></div> 43.2 %	658.6	655.5 <div><div></div></div> 27.6 %	44.1	54.5 <div><div></div></div> 6.8 %
External Activities & Services	4,548	5,012 <div><div></div></div> 24.3 %	439.0	496.1 <div><div></div></div> 20.9 %	240.2	254.7 <div><div></div></div> 31.7 %

Majority shareholdings in airports

Frankfurt*, Germany	Lima, Peru	Varna, Bulgaria	Burgas, Bulgaria	Antalya, Turkey
Frankfurt Airport with around 56 million passengers was one of last year's the Top 10 airports in the world. On a European comparison, it was ranked in third place for the year 2011 after London Heathrow and Paris Charles de Gaulle. Frankfurt is the only airport worldwide which – including the volume of cargo transported – ranks among the world's biggest hubs. It also ranks among the Top Ten here.	Form of shareholding Majority holding	Form of shareholding Majority holding	Form of shareholding Majority holding	Form of shareholding Majority holding
Shares in the company 70.01 %	Shares in the company 70.01 %	Shares in the company 60 %	Shares in the company 60 %	Shares in the company 50 %
Number of employees** 18,124	Number of employees** 503	Number of employees** 1,084	Number of employees** 1,084	Number of employees** 211
Passengers (persons) 56,443,657	Passengers (persons) 11,795,862	Passengers (persons) 1,181,832	Passengers (persons) 2,253,320	Passengers (persons) 24,964,219
Airfreight (metric tons) 2,251,618	Airfreight (metric tons) 286,641	Airfreight (metric tons) 41	Airfreight (metric tons) 5,991	Airfreight (metric tons) –

Additional investments in airports	Dakar, Senegal	Hanover, Germany	Cairo, Egypt	St. Petersburg, Russia	Jeddah, Saudi Arabia	Riyadh, Saudi Arabia	Delhi, India	Xi'an, China
Form of shareholding	Management contract	Shareholding	Management contract	Shareholding	Management contract	Management contract	Shareholding	Shareholding
Shares in the company	–	30 %	–	35,5 %	–	–	10 %	24.5 %
Number of employees **	3	659	3	3,658	23	23	1,326	2,215
Passengers (persons)	–	5,341,017	13,021,395	9,610,767	–	–	35,063,961	21,163,130
Airfreight (metric tons)	–	16,956	281,253	–	–	–	596,239	172,568

*Employees for the Group in Frankfurt **Annual average according to IFRS

Foreword



from left:
Herbert Mai

Member of the Executive Board
and Executive Director Labor Relations

Dr. Stefan Schulte

Member of the Executive Board
and Chairman of the Executive Board

Peter Schmitz

Member of the Executive Board
and Executive Director Operations

Dr. Matthias Zieschang

Member of the Executive Board and
Executive Director Controlling and Finance

Dear Readers,

The year 2011 marks the launch of a new runway at our main location in Frankfurt. This is an important milestone on our future roadmap. We also looked back on our heritage last year to salute 75 years of this global airport. Our landmark celebrations focused on the sustainable development of our company. Our fundamental principle is more appropriate than ever before: We continue with things we do well but we are committed to innovation and change where improvements are necessary to develop further.

As we expand our capacities, we are acknowledging the importance of Frankfurt Airport as a key factor for the economy. The prosperity – and of course the academic research, art and culture of the Rhine-Main Region, the State of Hesse and the entire Federal Republic – all derive significant benefit from the strength of the international air-transport hub in Frankfurt. This is tangibly evident for many people. Indeed, it is a vital asset for many. Frankfurt Airport is Germany's biggest workplace with a workforce of some 76,000¹ employees. In 2011, Fraport alone recruited employees for 645 new jobs, and many people found a new job at one of around 500 companies based at the airport. There are also positive spin-off effects in the region.

A majority of people in Hesse who were recently surveyed gave an assessment for Frankfurt Airport as “very important” for employment and the economy.

These positives are balanced against the impact of the start-up of the northwest runway in October 2011 on local residents who are experiencing more noise or coping with noise for the first time. We take the concerns and complaints of local residents very seriously and we understand if they are angry about the situation. We also take action. Measures for passive noise abatement are given top priority. The Casa Program offers residential owners the opportunity to sell us their homes if they are living very close to the runway and aircraft fly low overhead. We also work intensively with air traffic control, the airline companies and the Government to develop proactive noise avoidance. The “Airport and Region Forum” is also involved in this work. The aim is very clear. Any action the airport can take to reduce the impact on residents is implemented.

We support the expansion of Frankfurt Airport with the aspiration to maintain high environmental standards. We have invested some €160 million in mitigation measures. After this action has been taken, we will focus on achieving our goal of reducing CO₂ emissions caused by the operation of the airport to the level of 2005 by 2020, despite the increase in the volume of air traffic. We achieved the demanding Level 3 in the Airport Carbon Accreditation Scheme at the beginning of 2012. This demonstrates that we are on the right track. We also decided in 2011 to introduce systematic CO₂ controlling. The groundwork has already been completed. Over the course of 2012, the concept will be refined and implemented.

Buildings and facilities that have been made maximally energy-efficient contribute significantly to reducing CO₂ emissions. External critics and experts are also invited to discussions at “round table groups” which aim to structure the planned Terminal 3 to be as energy-efficient as possible. We are also continuing the systematic conversion of our vehicle fleet to electric utility vehicles and cars.

Our foreign companies are also making substantial progress on environmental issues. Our airport

in Antalya, Turkey, was awarded the Airport Carbon Accreditation Level 2 in 2011. The terminals are saving energy and the advanced district heating power station operates at a much higher level of efficiency compared with conventional power plants. It also generates significantly lower levels of CO₂.

The objective of the expanded infrastructure in Frankfurt is to generate a positive effect for our customers in every respect. The airlines are our main customers. The “Operational Excellence” project has been tailored to their needs. Major efforts have been made to increase our operational efficiency and maintain this level even when airtraffic volumes increase in the future. The project “Great to have you here!” takes account of the expectations of air passengers and develops the facilities in our terminals and the processes associated with air traffic.

Our “Service from a Single Source” plays an important role here. This is why we are definitively opposed to the plans of the EU Commission to separate grounds services at the airport from the parent company in legal terms. They are an integral part of the transport chain at the airport and they are also important for the job security of the people who work there.

In 2011, we grouped our targets together in an expanded sustainability program. They have now been documented for all 17 fields of action in the Fraport sustainability matrix. Parallel to this, we have also driven forward the integration of our governance procedures, as well as our systems for risk and compliance management. They ensure that Fraport AG complies with national and international standards for good governance and they will gradually be introduced for our subsidiary companies. This process of integration also fosters compliance with our in-house commitments, particularly our compliance with the principles of the UN Global Compact.

Our ambitious programs and targets can only be achieved if our employees perceive us to be an attractive employer. It is important that they want to work for us. We hold regular surveys of employee satisfaction to identify the areas and issues that we need to work on. The demographic development

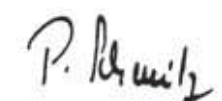
is inexorable and we will have to continue recruiting personnel in the future. We therefore additionally conducted an age structure analysis in 2011 and the results will be channeled into personnel development. Concrete goals have been derived from the findings. They include measures for structuring work to meet the demands of older employees and a workforce that is aging in general. They will help people to learn over their entire life cycle, assist in increasing the proportion of women in management positions, and promote the careers of employees with a background of migration.

We are well aware that our drive to change and improve must be a continuous commitment. If we are to compete successfully over the long term, we must remain a company that is open-minded and engages in meaningful dialog with its stakeholders. This is something we have been doing for a very long time, but we also developed new forms of communication in 2011. We celebrated the landmark 75th anniversary under the slogan “3 x 25” with young employees of Fraport. The celebration focused on a debate about the issue of “sustainability” and our future-proof capability. This publication also reflects the views of the members of our workforce – across all age groups through to our retirees.

We view 75 years of Frankfurt Airport as a commitment. We are dedicated to putting the right building blocks in place for the next generation so that our position at the Frankfurt hub and all our investments abroad remain a beacon of progressive governance for our sector. I commend this report to you and hope that you will find it informative and an enjoyable read. We look forward to receiving constructive criticism and positive ideas.


Dr. Stefan Schulte


Herbert Mai


Peter Schmitz


Dr. Matthias Zieschang

¹ Including 4,800 employees in The Squire, Gateway Gardens and Mönchhof-Gelände.

Strategy and stakeholder engagement

Over the long term, the upward trajectory of air traffic looks set to continue. This was the conclusion reached, for example, by the “Global Traffic Forecast 2010 – 2029” of the Airports Council International (ACI). The global annual growth rates are estimated at 4.1 % for passengers and 4.8 % for airfreight. Against this background, safety and security in air traffic, noise abatement and climate protection remain the key challenges for our industry. The influence of Fraport as an airport operator is limited when it comes to noise abatement and climate protection. Nevertheless, as part of the airtraffic industry we believe that we have a responsibility to be a good role model when it comes to activities within our direct sphere of influence. We also want to make use of our leading position in the airport sector in order to contribute to development focused on sustainability.

Since sustainability has already been established as one of our core corporate principles with the Agenda 2015, we summarized our objectives and the measures that have been taken to achieve those goals for the first time in a sustainability program in 2010. Our **strategic alignment** has

been developed in an interactive process including important stakeholders groups. Internal and external experts reviewed and rated various aspects which were identified from guidelines on sustainability reporting in the Global Reporting Initiative (GRI) and in stakeholder dialogs. The result is a Materiality Matrix with 17 fields of action. These matrix shows that Fraport is taking a balanced approach to social, ecological and economic dimensions of corporate governance. Each of the aspects is described by its position within the two dimensions “Relevance for Fraport” and “Relevance for Stakeholders”. An additional assessment of the significance trend was implemented for each aspect to take account of the fact that the relevance of these aspects changes over time.

③ Strategy and targets of Fraport AG

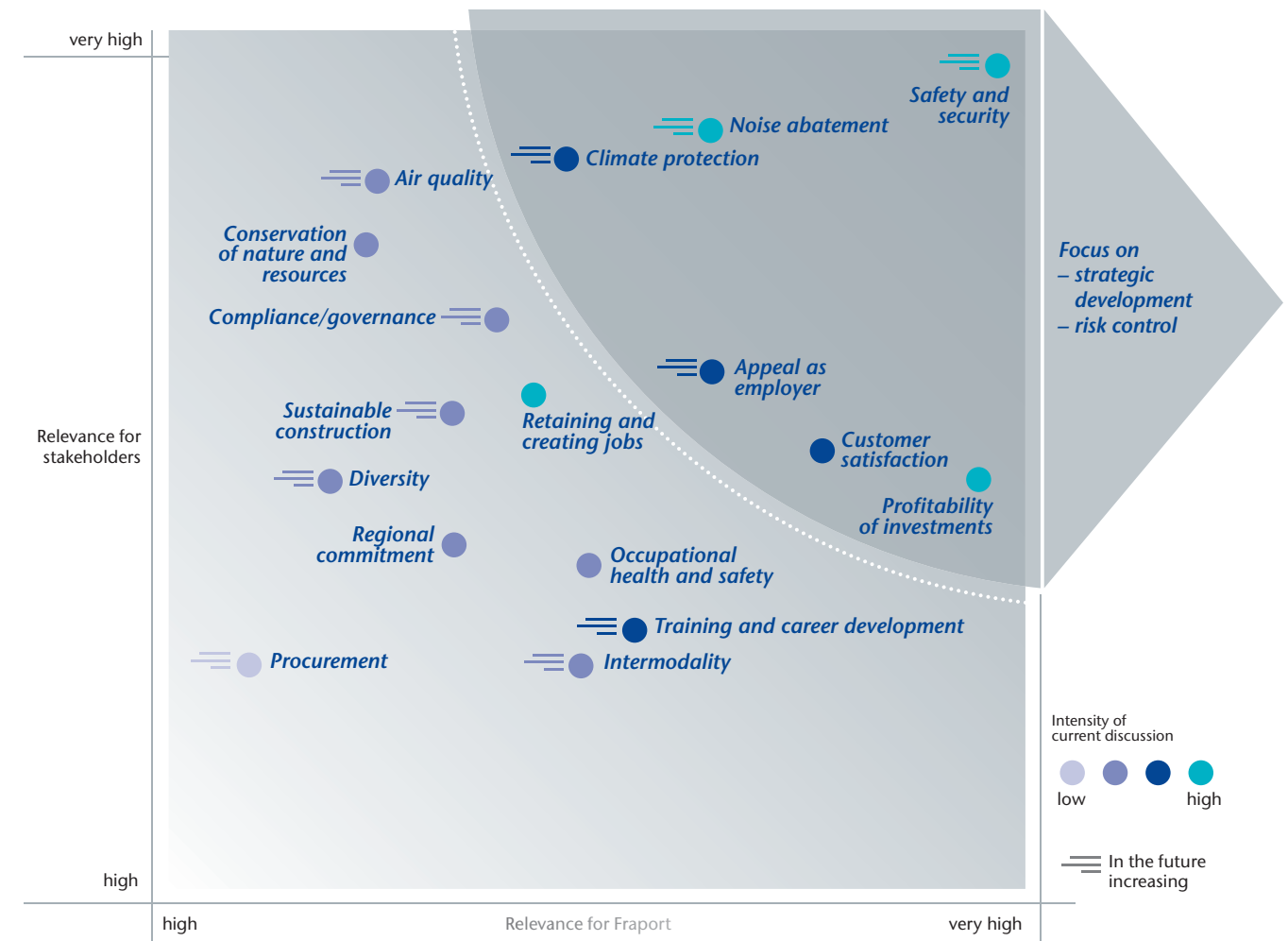
④ Global Reporting Initiative

While this matrix continues to be relevant, we supplemented the program drawn up in 2010. This only related to the fields of action with the very highest priority: safety and security in air traffic, noise abatement, climate protection, customer satisfaction, appeal as an employer and profitability of the investments. Over the course of 2011, targets and measures were formulated for all other fields of action. These include air quality, conservation of nature and resources, retaining and creating jobs, occupational health and safety. The Sustainability Board of Fraport AG adopted the targets and measures at the end of 2011. A comprehensive overview of all the issues is provided on pages I to XII of this report including the associated targets and measures.

Creating long-term value is a strategic goal of Fraport. This is where the Materiality Matrix makes a contribution to assessing the future **opportunities and risks** for Germany and monitoring the approach taken.

The **opportunities** for Fraport are in increasing air traffic, in particular long-haul flights, which will increasingly be defined by positive economic development. The dynamic growth of emerging

Materiality matrix



Sustainability program

The sustainability program includes the schedules for the defined measures as well as listing the current status.

This information is used by the Sustainability Board for purposes of monitoring and controlling. The sustainability program is accessible in the public domain and is published in this report and on the Internet (see Sustainability Program, p. I-XII). Key critical measures on targets such as noise abatement, CO₂ reduction and enhancing employee satisfaction are presented in the individual sections of this report.



Projected growth rates for global air traffic each year over the period years 2010 – 2029

4.1 %

Passengers

4.8 %

Airfreight

estimated by the Airports Council International (ACI)

economies like Brazil, Russia, India and China will be particularly important and the increasing globalization will increasingly be key determining factors. This statement is generally applicable for the airport sector but is particularly apposite for Fraport. The diversity of its business and locations, and the strength of Frankfurt Airport mean that Fraport is likely to benefit from this trend.

This trajectory could be put at risk by additional regulations which are initiated by the players on the political stage against the pressures being exerted by noise pollution and climate change. This could impose financial burdens and distortions in the competition. The demands for airport operators to become more energy-efficient could also increase.

However, Frankfurt Airport is already very well positioned from this perspective. Firstly, many

long-haul flights depart Frankfurt and the proportion of passengers travelling on intercontinental flights is around 40 %. There are no alternative methods of transport available for these flights and large aircraft are the primary means of transport. These aircraft are significantly quieter because they have advanced engines and they are particularly energy-efficient with their greater passenger capacity and airfreight capability. Long-haul aircraft transport around 50 % of all the freight that leaves Frankfurt (known as co-loaded and belly freight) and this further enhances their efficiency as a means of transport.

We take the burden of aircraft noise seriously and address it working together to some extent with politicians and players in the airtraffic sector to formulate measures contributing to the reduction of noise (see section “For the community”, p. 31 ff). We enter into this debate with a nuanced approach

Stakeholder dialogue

114 Forums

In 2011, Fraport organized forums with internal and external stakeholders for young people to swap more ideas and opinions than in previous years (+18).



Stakeholder dialogue

Sustainability?
We asked:
Campaign “23 x 25”

Under this slogan, young people joined together in expressing their opinions on “Sustainability” in general and specifically the extent to which our 75-year-old company was fit for the future. The debate was held with the General Secretary of the Council for Sustainable Development, Members of the Executive Board and the Sustainability Board. The exchange of views focused on the issues of training and further training, management development, job security and social engagement. Concrete proposals were also made on how operations could be made more efficient and resources could be conserved. The event was an initial step and the aim is to continue the dialog with members of staff and expand it further.

to the information available. The Internet portal www.flughafenregion.de is new and was set up specifically to address this issue. It went online in February 2012 and supplemented the range of information available, including Fraport noise monitoring. Expansion of the airport has been a continual subject of dialog with a range of different advocacy groups for many years. The Forum Airport and Region plays a significant role in facilitating constructive engagement with the burdens imposed by expansion through its committees and the Environmental and Neighborhood House. Following the launch of the new runway, these institutions are continuing to serve as platforms for dialog and the development of initiatives to create solutions.

5 Forum Airport and Region

The buildings of Fraport AG are planned and built to high standards. The criteria of sustainable construction are increasingly being incorporated. They are intended to ensure energy efficiency, functionality and a comfortable environment for our customers and staff. This is also in the economic interest of the company because the Real Estate and Retail business contribute significantly to safeguarding the earnings of the Fraport Group.

The vehicle fleet is gradually being converted to run on energy-efficient power units. Already 10 % of the Fraport vehicles operating at Frankfurt Airport run on electricity and this includes a large number of energy-intensive special vehicles.

As demographic changes continue, the competition for good skilled **employees and managers** will increase significantly. Fraport must offer attractive conditions so as to attract and retain the employees to deal with the anticipated growth. Our staff are therefore also a top priority for the targets and measures in our sustainability program (see section “For our employees”, p. 15 ff).

Our Annual Report 2011 provides an overview of the economic risks and the Risk Management at Fraport on pages 69 ff.

Planning, implementing and financing of measures within the framework of our sustainability program and Risk Management are the responsibility of the specialist sections. Fraport has established structures and processes that promote a strategic, coordinated approach. The Central Unit “Sustainability Management and Corporate Compliance” was set up in 2010. It has identified the sustainability issues that are crucial for Fraport and is focusing on progress in these areas. This Central Unit is also responsible for environmental management, sustainability reporting and monitoring, coordination of stakeholder dialogs, and compliance management. The Sustainability Board is headed by the Executive Director Labor Relations and includes senior managers from all divisions. The Board is responsible for the central controlling function associated with rolling out the sustainability program (see section “Sustainability Management and Corporate Compliance”, s. 38 ff).

Systematic **communication with our most important stakeholders** supports Risk Management and generates initiatives for the strategic direction of our company. We believe that this exchange is a necessary precondition to make us fit for the future. As a “learning organization” we want to focus on progress in science and technology and learn from the debate with internal and external stakeholders. Our key stakeholder groups include passengers and airport visitors, airline companies, business partners, investors, Supervisory Board, the community, politicians and government agencies. Those people who live near to the airport

and are impacted negatively by aircraft noise are particularly important. And finally, we have a big commitment to more than 70,000 employees who work at Germany’s biggest workplace. These naturally include members of staff at Fraport who we are directly responsible for.

Fraport builds on a wide spectrum of well-established forums which engage in a regular exchange of ideas and opinions. These are supplemented by informal events. In 2011, the landmark 75th anniversary of our airport formed a particular focus of attention. The sustainability management asked 25 young employees for their ideas on sustainability and asked them to comment on their expectations of Fraport in this respect. It is particularly important for young people that we chart the right course for the future and for the coming generations. A six-part poster series was created from these ideas. Each poster shows three 25-year-old Fraport employees. These posters were then displayed at the airport. At the same time, a video clip with the statements was shown on the Fraport Intranet.

6 Campaign “3 x 25”

Our employees also have the opportunity to express their opinions in the annual employee survey. The majority of staff make good use of this opportunity. Fraport uses this Opinion Barometer as a basis for introducing improvement measures, for example in relation to staff promotion and management development (see section “For our employees”, p. 16 ff).

The airlines are our most important customers and we maintain numerous contacts on an institutional level for regular exchange of information and to implement operational measures. The dialog with passengers and customers from the retail sector takes place through joint Advisory Boards and surveys. The objective of the engagement is to develop packages tailored to needs and to enhance customer satisfaction.

The German Federation of the Air Traffic Industry (BDL) was launched in 2011 and this has provided a new, integrating voice for the air traffic industry. The airlines, airports – including Frankfurt – and air traffic control are represented in this organization and the objective is to establish common positions and present them in the public domain. The Federation engages in a constructive dialog

with opinion formers, political decision-makers, and the public domain. In particular, it focuses on initiating cooperation between the members.

7 Federation of the German Air Traffic Industry

An innovative platform for dialog between academic institutions and business was created a few years ago with the House of Logistics and Mobility (HOLM). Fraport AG has supported this initiative since it was founded. HOLM is dedicated to interdisciplinary and applications-based project work, research, and training and further training related to the issues of logistics and mobility. This platform provides universities, companies and other institutions with access to excellent know-how and new joint ventures. The special structure of HOLM provides the platform for networking between companies, public institutions, academia and educational facilities that is needed in order to address these social issues of the future. The “HOLM Laboratories” represent the user groups. They serve as project and knowledge incubators and generate quantifiable, accelerated knowledge transfer. A dedicated building with floor space up to 20,000 square meters is being constructed in Gateway Gardens at Frankfurt Airport and is scheduled for completion by 2013.

8 House of Logistics and Mobility

The “Stakeholder Engagement” table on the Fraport Home Page provides a comprehensive overview of the existing contacts and types of stakeholder forums.

9 Stakeholder engagement Fraport AG

Stakeholder dialogue

Customer
Service Index

Fraport systematically and continuously records the customer satisfaction of passengers, airlines, and retail and real estate customers.



Acting responsibly

We want to create value added for our customers, employees and neighbors. We need to avoid impacts on the environment and nature or keep them as low as possible.

10 For our customers

- 11 Safety and security in air traffic
- 12 Customer satisfaction

14 For our employees

- 15 Attractive employer
- 17 Retaining and creating jobs
- 17 Diversity
- 19 Occupational health and safety
- 21 Training and career development

22 For our environment

- 23 Climate protection
- 27 Air quality
- 28 Conservation of nature and resources

30 For the community

- 31 Alliance for more noise abatement
- 31 Noise abatement
- 34 Community responsibility

36 For our owners

Patrick Spijkers, Deputy Traffic Manager, Traffic and Terminal Operation, Traffic and Terminal Management, Corporate Safety and Security, Fraport AG

Ute Pohl, Head of Airport Retailing, Retail and Properties, Fraport AG

Sandra Naumann, Head of Group Reporting, Controlling, Fraport AG

Peter Schmitz, Executive Director Operations

Structuring the future with diversity

An airport leaves an impression on everyone. Whether you are a traveler, neighbor or employee, everyone has their ideas and aspirations on how you can make an airport better and on what exactly is meant by sustainable. That's where opinions start to differ and become contradictory. All the different opinions are important for Fraport – including critical opinions. 75 years of Frankfurt Airport provided an excellent occasion for asking employees and retirees as well about their opinions on what makes us future-proof from their perspective. Three generations of Fraport and lots of different opinions – some of those opinions are expressed here.



“High quality and low prices – these are the expectations of our customers. There is a great deal of pressure but we have always come out on top so far. I like playing my role in the logistic challenge of a ‘Global Airport’, in the Ground Services Team.”

Jan-Philipp Somogyi, Controlling Ground Handling, Ground Services, Fraport AG



“Frankfurt Airport is big and intriguing. Embarking on a journey is an exciting prospect for a lot of people. We can contribute to ensuring that everyone has a great travel experience by providing support, for example helping people to find their way around, at check-in and when they go through the security checkpoints.”

Herbert Kühn, Terminal Duty Manager, Traffic and Terminal Management, Corporate Safety and Security, Fraport AG



“‘Great to have you here!’ is an exceptionally successful project. We are achieving our goal: Our passengers are more satisfied. This can be quantified and experienced through sentiment. I also think it is great that this is having an effect on our employees. They are more motivated than they were previously.”

Annegret Reinhardt-Lehmann, Manager Passenger Experience, Fraport AG

For our customers

As an airport operator, we are confronted with a large number of partly diverging aspirations and ideas from our various customer groups. Airline companies expect to be given adequate capacities in terms of slots, fast handling and efficient processes so that aircraft spend as little time on the ground as possible. Passengers hope that their journey will be free of stress. They look forward to a streamlined start and end to their journey and an enjoyable stay at the airport. And the operators of the businesses and restaurants at the airport, our retail customers build their business on buoyant customer numbers and a decent amount of time spent at the airport to generate good sales. We aim to ensure that all our customers have a high level of satisfaction. However, the safety and security of all our customers and air traffic is the top priority in accordance with our Materiality Analysis.

Safety and security in air traffic

A high level of internationally recognized safety and security is provided at Frankfurt Airport. Our objective must be to retain this. Against the background of continuously rising passenger numbers, it is particularly important to incorporate **security checks** in the traffic flow in such a way that travelers are inconvenienced as little as possible and there are no delays in the operation of flights – with passenger numbers of up to 150,000 people daily this is a big challenge. The requirements for security checks are increasing because the danger of terrorist attacks on airports has not receded.

The employees working in this area are subject to high levels of stress. Apart from the responsibility for conducting careful security checks, they have to work in shifts, their job is physically tiring, and the stress levels caused by loud ambient noise should not be underestimated. Even though they have to cope with all these demands, aviation security assistants have to remain friendly at all times and work in a very concentrated way. A stress study was commenced in 2010 with the aim of gathering evidence-based findings about the burdens involved and using the results to reduce stress levels, if possible. The institute “Humans in Complex Systems” (MiKS) at the

University of Applied Sciences and Arts Northwest Switzerland was commissioned to conduct the study under Adrian Schwaninger, a well-known authority on issues of aviation security. The concept comprises preparatory analyses on structure, processes and staff, visual inspection of the specific workplace situation, also in the form of participatory observation, and surveying all the staff at the security checkpoints. The physical and mental responses given by defined groups of people and activity groups were also investigated on the basis of cortisol levels taken at regular intervals during working hours. The first results from the study are expected in July 2012.

Parallel to this, we are continuing to work on our self-imposed targets of achieving a maximum waiting time of 10 minutes for 90 % of security checks and a minimum 80 % level of passenger satisfaction with the friendly approach of our personnel. As analyses in the summer of 2011 demonstrated, short waiting times result in much higher levels of satisfaction with travelers (compare Sustainability Program, Safety and security in air traffic, p. II ff).

It is also important that the personnel teams working at the security checkpoints are adjusted to reflect the varying levels of passenger volumes throughout the day. The fluctuations must be anticipated so that terminal processes operate efficiently and waiting times and interruptions are avoided. The PAARIS simulation and forecasting software – initiated in the area of air safety and security but developed for all process points – is intended to support the appropriate planning. PAARIS uses historical and current traffic data (volumes of passengers for departures, transit and arrivals, etc. based on flight number), in order to predict process points with spare capacity or overloaded points in advance, etc. Harmonization with sensor systems (counter units, capacity displays, Bluetooth measurements, etc.) can facilitate proactive measures to increase processing capacities or control the flow of passengers. The software is already being tested.

All security measures in air traffic are defined by EU regulations. EU Regulation 300/2008 and the associated implementation specifications form the basis for all the functions that have to

Target attainment 2011: Satisfaction with security check

Waiting time

74 %
(target 72 %)

Friendly approach of personnel

76 %
(target 80 %)



be carried out by airport operators in Germany in accordance with Article 8, Air Security Act (Luftsicherheitsgesetz). These include access checks, personnel and goods checks, allocation of airport ID cards, training for employees, and patrolling and securing the airport perimeter.

The implementation of this function involves the Corporate Safety and Security Department of Fraport AG continuously monitoring the training status of the personnel deployed, the quality of the security measures provided and the long-term suitability of the technology being used. An innovative perimeter fence was built around the new northwest runway, which registers every attempt to penetrate the perimeter and triggers an alarm automatically. Contactless readable chips in RFID technology have been integrated in airport ID cards. These can be securely checked using recently introduced portable ID reader devices without inconvenience to customers.

Under EU regulations, lawmakers give suppliers to the airport the opportunity to put their airport deliveries through security checks themselves before shipment (for example all deliveries for DutyFree shops, retail businesses, restaurants and buildings). Companies like this must comply with standards defined under statutory regulations and be designated as “known suppliers of airport deliveries”. When these conditions have been complied with, their deliveries are not subject to any other physical security checks at pedestrian and vehicle access points. Starting on 29 April 2012, all other supplies have to undergo extensive checks at pedestrian and vehicle access points. The necessary preparations to ensure smooth operation at the checkpoints after the reference date have been a focus of operations for Airport Safety and Security for several months.

10 Safety and Security services

Customer satisfaction

The satisfaction of our annual volume of more than 56 million passengers also has a top priority in our materiality analysis. By 2015, we want to increase the general satisfaction of passengers with Frankfurt Airport by 10 percentage points to 80 % (baseline 2010). Our aim is also to create a distinct and clearly defined service profile. The structure of this service profile will match the high proportion of

connecting passengers in our passenger profile. We have also defined concrete service targets for many individual aspects, such as waiting times at security checkpoints, friendly approach of personnel, and design of waiting areas (see Sustainability Program, Customer satisfaction, p. III ff).

We have pooled the corresponding activities in the initiative “Great to have you here” since 2010. The focus of action in 2011 was to reduce waiting times at security checks and baggage collection by optimizing processes and infrastructures. We also deployed additional personnel. A number of different pilot projects were launched in order to improve the ambient conditions, for example two new rest and waiting areas. More of these Leisure Zones are planned for the future. Our WC facilities will also be gradually equipped with a new quality system starting in 2012. Over the next two years, a large number of new children’s play areas will be created, for example in Area B of Terminal 1 and in the transit area of the new A-Plus Pier. The Pilot Plus project will simplify the signage system and routing. These are measures that will make it much easier for passengers to find their way around. E-shuttles are also being introduced to take passengers free of charge to the C/D pier in a smooth and relaxed journey. This will enable connecting passengers to reach their connecting flight quickly and without any hassle. At the moment six e-cars are used to make this journey. And the new FRA Airport App gives smartphone users the opportunity to have their very own personal airport guide at their fingertips.

11 „Great to have you here!“

Fraport is committed to optimizing workflows within its area of responsibility and additionally to support specific groups of passengers. Since May, 2011, we have been taking part as project coordinators in planning and preparing the integrated project “Personalized Assistance System and Services for Mobility for the Elderly” (PASS). The objective is to bring about a permanent enhancement of the mobility of retirees within the complete travel chain, i.e. from their home to their destination – and back home again, and improve it sustainably overall. The project was launched on 1st February, 2012. It will run for 30 months and was recently granted government sponsorship by the Federal Ministry of Education and Research (BMBF).

Another field requiring essential improvements was clearly revealed during the harsh winter of 2010/2011. Improvements are needed in the operational processes both inside and outside the Terminal. We have initiated a package of measures to ensure that we continue to meet our obligations to provide regular flight operations even under extremely adverse conditions. Additional winterservices vehicles were purchased and auxiliary personnel were recruited. Other employees received supplementary training to qualify them for emergency duties such as fuelling, snow clearance and deicing operations. This was implemented under the specially developed “Winter Ops” simulation. Aircraft deicing operations, surface clearance and taxiing were simulated in a game scenario geared to prepare employees for real problem situations.

Fraport and Lufthansa joined forces to develop a concept that will help passengers from all airline companies to cope well when the Terminal is experiencing extreme situations. This new concept was tested for the first time on 16 November 2011. Color codes are going to be used in the Terminals and on monitors in emergency situations. The Blue Zone, for example, is reserved for the check-in area and rebooking of business class flights within the EU. Employees in appropriately colored waistcoats will assist passengers, others will help to direct passengers to the right queues or assist them at the self-check-in machines. Passengers will also receive clear information on posters, flyers and from training personnel about organization and operational processes under extreme conditions.

Key factors for overcoming difficult situations as well as during routine everyday operations at the airport are motivation and a professional approach to dealing with passengers. We are launching a comprehensive training program to promote a customer-centric approach among all our members of staff. The events organized in the “Service Academy” are intended for all levels of the hierarchy, in order to enable managers and employees to develop a common understanding of the service concept. In 2011, a total of 1,087 colleagues from Fraport and the Group subsidiary Fraport Security Services (FraSec) GmbH participated in 114 training and personal development measures.

Progress on our route to exemplary service quality is now discernible. For the first time, Frankfurt

Passenger complaints on an annual comparison (absolute / % share)

	2010	2011	
Safety procedures	1,114	861	
Personnel	573	526	16.0 %
Infrastructure	318	213	6.5 %
Information / Orientation	392	338	10.3 %
Passenger service	320	324	9.9 %
Retail/Parking	294	234	7.1 %
Passenger flow/Waiting times	453	388	11.8 %
Miscellaneous	408	396	12.1 %



50 %

of the passengers at Frankfurt Airport are transfer passengers and this represents the higher proportion at a European hub airport.

Airport moved several places up the ranking in the quarterly survey of passenger satisfaction data which also compares us with our main competitors.

The projected increase in passenger volumes at Frankfurt Airport will present a major challenge over the coming years. The “Operational Excellence” project will prepare all those members of staff likely to be affected so that we will be able to guarantee our main customers – the airline companies – streamlined processes even though passenger volumes are increasing. A total of 16 core processes were identified – for example vehicle movements on the apron and runway system, aircraft positioning, personnel at the gate, conveying baggage, and security checks. They were analyzed in close cooperation with all the process partners and redesigned as necessary. Comprehensive training measures were introduced and the level of success is being quantified. Apart from recording quality indicators, for example punctuality, connectivity, or customer satisfaction, we are also defining benchmarks for process details compared with other major airports in the “Operational Excellence” project.

Frankfurt Airport:
Each month,

2,000

passengers are surveyed about their level of satisfaction and asked about options for improvement. By 2015, we want to raise customer satisfaction by 10 percentage points to

80 %



“My job is extremely physically demanding. But Fraport offers me opportunities to keep fit and provides someone for me to talk to if I have any problems.”

Ahmet H. Taskin, Loading Service, Ground Services, Fraport AG



“I started my time at Fraport with a training as an automobile mechanic, now I’m Team Leader in the bus and transit section responsible for drawing up roster plans. The opportunities for career training have been a considerable help in advancing my career.”

Bettina Kindgen, Team Leader Passenger Transport, Ground Services, Fraport AG



“I’ve experienced a lot of changes at Fraport during my time here, but one aspect has been entirely consistent: The company does a lot for its employees.”

Heide Zibner, former employee now in retirement, formerly secretary to the Executive Director Labor Relations, Fraport AG

For our employees

Fraport is one of the biggest employers in the Rhine-Main region. It also has 16 sites on four continents. We are therefore committed to applying ethical principles when dealing with our employees and we are dedicated to complying with international standards, guidelines and principles. This relates in particular to the principles of the UN Global Compact, the ILO core labor standards and the OECD guidelines for multinational companies (see section “Sustainability Management and Corporate Compliance”, p. 38). 95 % of the employees at Fraport are employed and paid under collective agreements. For example, the payscale agreement for public-service workers applies to our parent company Fraport AG. Cooperation with the local works councils and the Group Works Council is a key element of the proactive communication with our employees.

Fraport employs temporary workers through the Group’s own subsidiary company Airport Personal Service (APS) in order to accommodate fluctuations in traffic volume during the day and over the course of the year. The APS employees are paid on the basis of a company agreement concluded with the ver.di United Services Union. The pay development in this agreement is linked to the collective agreement for public service workers (TVöD) that applies to the workforce employed in our parent company. The employees also receive voluntary non-payscale benefits, such as the Job Ticket for free public transport between home and work and subsidized meals in the canteen. 50 % of the employees have a permanent employment contract, new appointments are on a fixed-term basis during the initial years. APS is very committed to providing long-term jobs for its employees and supports the sections in Fraport using their workers in providing further career training opportunities.

12 Working conditions and co-determination

Five fields of action in the Materiality Matrix relate to our employees: the appeal of Fraport as an employer is and remains the top priority. Other important areas for action identified were retaining and creating jobs, diversity, occupational health and safety, and training and career development.

Fraport Group: Employees

	(Average annual number of persons according to IFRS and shares for 2011 in %)		
	2010	2011	
Fraport Group (total)	19,792	20,595	
Fraport AG subsidiaries, affiliated companies	11,122 8,670	11,226 9,369	<div><div></div> 54.5 % <div><div></div> 45.5 %</div></div>
in Frankfurt outside Germany	17,479 2,046	18,124 2,204	<div><div></div> 88.0 % <div><div></div> 10.7 %</div></div>

Appeal as an employer

As far as Fraport is concerned, its appeal as an employer is one of the key aspects for ensuring the long-term achievement of business success. We will only be fit for the future if we succeed in being perceived as an attractive and fair employer in the competition for qualified and motivated employees. Against this background, the project “Act today – Fraport 2015” was launched in 2011. This is a basic building block for developing our personnel strategy. It deals with future challenges taking particular account of demographic change. An age structure analysis was done in 2011 as an initial step. This was intended to provide a comprehensive picture of the composition of the workforce and deliver a projection for personnel requirements over the next five to ten years as well as identifying potential problem areas. Strategic concepts were developed for three fields of action.

One of these concepts addressed the fact that the next five years will already see every second employee at Fraport being over the age of 50. Structuring work to meet the needs of older people and an aging workforce therefore has a high priority. The work conditions must meet the requirements of a workforce that is aging overall. Concepts such as mixed work and job rotations, and hybrid-age teams will be introduced in 2012 to facilitate knowledge transfer. Programs for maintaining the health of older managers will also be tested.

In 2011,

300

employees were taken on at APS on the basis of the qualifications they had obtained. Specialist and safety training is provided by the specialist areas taking on the employees. The content of the training is the same as the training provided for core employees.

The second focus is a concept for **learning based on life cycle**. The aging of the workforce means it is increasingly important to recognize the fact that learning behavior changes over the course of a lifetime. Appropriate qualification measures and platforms for knowledge transfer are necessary to ensure that people remain employable in their different life phases.

The personnel strategy is also directed towards ensuring that we will be able to cover our need for expertise and human resources in the future if the number of people in the job market declines along the lines that have been forecast. **Strengthening the employer brand** is a key factor in this equation. Attractive remuneration, innovative working-time models and exciting opportunities for further training and career development are some of the factors that are being pursued intensively by human resources.

The annual survey of all Fraport employees (Barometer 2011) measuring the latest status of **employee satisfaction** indicated a slight upward trend in the overall score. This meets one of the objectives in the Sustainability Program 2010. The responses by 59 % of the workforce measured employee satisfaction at Fraport AG at 2.96 compared with 3.06 in the previous year (grade system with score 1 (best) and score 6 worst). The result of the survey therefore fell slightly short of the target value of 2.90. Improvements were achieved in a series of assessment aspects; job security achieved the highest score. Pay is an aspect that achieves a low score in the Barometer. Satisfaction with the Group increased from 2.94 in the previous year to 2.76.

The detailed results indicated a need for the development of additional measures. As far as pay is concerned, Fraport has been working for some time on achieving a position that meets the requirements of employees and the marketplace. For example, Fraport AG is increasingly making pay reflect individual performance. Payments amounting to €3.7 million above the payscale were made in 2011. During the coming years, this approach is to be expanded continuously. The pay scale budget is being doubled incrementally from 1 % of annual pay to 2 % during the period 2010 to 2014.

All the employees of Fraport AG and many subsidiaries also receive additional benefits such as the Job Ticket for free use of public transport for commuting between home and work, through the family service, to company health management. Staff also receive bonuses linked to the success of the company. Fraport provided benefits to employees amounting to €9.4 million through the “Cafeteria System”.

13 Our benefits

The Barometer Survey also includes an assessment of the management expertise of supervisors. Although these scores improved by comparison with the previous year, we are continuing to provide managers with systematic support in developing their management skills because we believe this factor plays a key role in the satisfaction and motivation of our staff. Managers at levels 1 to 5 are required to undertake appropriate measures to improve management and communication skills in their personal attainment target if their scores fall below defined limits. This turns management skills and their perception into an increasingly important factor for variable pay elements in managers pay packages.

In 2011, 360° feedback was also introduced for the management levels 1 to 4. This requires supervisors, colleagues and employees to provide systematic and nuanced feedback on individual strengths and development areas of people holding management responsibility.

Open and proactive communication is another key factor for employee satisfaction. In addition to written and electronic media, and an eight-page staff newspaper published every two weeks, Fraport is committed to promoting personal communication including supervisors. Regular visits

by individual members of the Executive Board to different company sectors promote direct communication with employees on the ground. The page “Questions to Schulte” on the company’s dedicated Intranet provides a direct line to the Chief Executive Officer. Employees can ask their questions anonymously or giving their name. The answers are then published online.

Retaining and creating jobs

As the airport expands, up to 25,000 new jobs will be created at Frankfurt Airport as capacities become fully utilized. 6,000 of these jobs will be created at Fraport alone. If an event in a crisis situation put jobs at risk, our “Company Agreement for Emergency and Preventive Measures for Crisis Events with Disruption at Work” has created a mechanism for retaining these jobs and avoiding redundancies.

The “Pact for the Future 2018” is extremely important for our employees in this context, particularly in the area of ground services. The agreement reached here was able to circumvent the loss of jobs and guarantee secure jobs until 2018. The intention of the European Commission to further deregulate the market for ground services again puts jobs at risk. If the draft regulation, which is currently before the European Parliament is passed, this will lead to Frankfurt Airport being opened up to other competitors. This would make operating processes relating to passengers, aircraft and airfreight more complicated and Fraport AG believes it would also be a safety risk. Frankfurt Airport is particularly dependent on streamlined, networked and integrated workflows due to the relatively small apron area. Opening up the market further in the area of ground services would also mean more competition for employees, deterioration of working conditions and pressure on salaries. This is demonstrated by the experiences with Directive 96/67/EC adopted by the EU in 1996 whereby at least two service-providers have to be licensed for ground services at the airport.

Diversity

The platform for diversity management at Fraport is the Group Company Agreement entitled “The Conduct of Partnership, Diversity and Equality at the Workplace”. This agreement states that the company is committed to principles such as no discrimination, equal opportunities and cooperative behavior with the aim of promoting future-proof development of global business and fostering a culture of motivated employees. The Officer for “Diversity and General Equal Opportunities” was created as a function to highlight the importance of this area. Claudia Briem was appointed to this post on 1 November 2011. Her function is to guide the strategic direction of diversity management, promote its conceptual development, provide the Executive Board with appropriate advice, and support the divisions when it comes to implementing measures. As a qualified lawyer, Claudia Briem is also a contact for complaints from employees in cases of discrimination, disadvantage and harassment based on the provisions of the General Equal Opportunities Act. These provisions also include gender, ethnic origin, race, religion, beliefs, sexual orientation, disablement and age.

The Key Performance Indicators (KPIs) have been defined by strategic development **to promote diversity**. Fraport AG intends to use these indicators for target attainment, monitoring success and controlling. The corresponding KPIs are being adopted during the course of 2012 (see Sustainability Program, Diversity, p. V).

A top priority of diversity management is **to increase the proportion of women in management positions** at Fraport AG. Over the next five to seven years, this percentage is to be increased at Fraport AG from around 20 % to 25 to 35 %. The change process required for this will concentrate on selective training of women, proactive mediation to higher management positions and optimization of the framework conditions.

These framework conditions also include getting the work-life balance right between career and family. We offer our employees a broad spectrum of appropriate services. They range from support in structuring parental leave and various packages for childcare through family-friendly working time models, to advice on issues relating to running their household. This is a win-win situation

Workplace survey 2011

75,800

There are 75,800 jobs at Frankfurt Airport including 4,800 staff at The Squire, Gateway Gardens and Mönchhof site.



The employee share program provides an opportunity to participate in the financial success of Fraport:

60 %

of staff at Fraport AG and

65 %

of the employees of the subsidiaries taking part in the scheme again participated in 2011.

Fraport Group: Diversity indicators

	(Number of persons on 31 December and shares for 2011 in %)	
	2010	2011
Employees (at year-end)	21,124	21,662
Women	4,903	5,060 23.4 %
Men	16,220	16,602 76.6 %
Group in Germany		
German nationality	14,961	15,490 78.1 %
Other nationalities	4,097	4,339 21.9%
up to age 30	4,622	4,471 20.6 %
31–50	12,640	12,890 59.5 %
over 50	3,863	4,301 19.9 %
Disabled employees, employees with equal status to disabled employees and employees with multiple credits disability	1,392	1,460 7.1 %
Women in management positions, levels 1–5	223	225 31.3 %



Claudia Briem, Lawyer. Officer for Diversity/General Equality. Grew up in China, Singapore and Argentina, studied law in Bonn.

for employees and company because the employees benefit from favorable working conditions and the company strengthens its position in the competition for good employees and valuable knowledge.

- 14 Brochure “Equal opportunities benefit everyone”
- 15 Work-Life Balance

Workplaces at home constitute an initiative for providing a family-friendly structure for work. In 2011, 127 employees were already spending some of the time working from home. Positive experience means that Fraport will be promoting this form of working in the future.

15 nursery places were available to support families with small children in 2011. The “Fluggi Land” childcare facility also provides emergency childcare support for twelve to 15 children between the ages of one and twelve years. The acquisition of quotas in communal nurseries and an increase in the number of nursery places in existing facilities is intended to increase the childcare capacity available by 25 % in 2012. Since July 2011, parents have also been able to make use of the packages provided by our partner pme Familienservice GmbH to obtain information about the best form of childcare available for them. They can access

this information from their workplace or using their home PC, and the Internet portal offers a comprehensive overview ranging from the options for support available to mediation of support places for children and relatives needing care.

An increasing number of people pursuing a career are being confronted by a rising burden of care for relatives. Our employee survey at Fraport AG indicates that 15 % of employees are involved in the care of a relative or even perform this role with no support. Recent years have seen information events and advice packages on the issue of “Career and Family” being provided for employees of Fraport AG. These were intensified in 2011: An “Info Market Care” event took place in November. The “Network Care” initiative was launched at the end of the year. It brings together people affected and promotes exchange of experience. In 2012, Fraport is organizing a care seminar in five modules in cooperation with the charity Caritas Frankfurt.

The philosophy of the family-friendly company is also being pursued throughout the Group. For example, Fraport operates the three terminals at Antalya Airport in Turkey and various options for flexible working times and different part-time employment packages are making it easier for people to combine work and career. Families are

provided with a special financial allowance in special circumstances such as marriage, birth or death. Employees are also able to select from different company benefits available in the “Cafeteria System”. They have a fixed budget defined by the company and they can select a private health or life insurance for themselves and their relatives.

Permanent integration of people with health and physical impairments in all areas of employment is an objective of our corporate policy. For many years, a 7.1 % ratio of disabled employees has placed Fraport significantly above the minimum statutory rate of 5 %. A total of 1,460 disabled people and employees with equal status to disabled people were employed within the Fraport Group in 2011. Strategic measures ensure that staff with impairments have the same opportunities as other employees to develop their skills and be promoted to appropriate positions. For example since 2011, we have been offering special career training courses for visually impaired people. Similar courses for people with hearing impairment will follow in 2012.

17 Integration agreement

Occupational health and safety

Fraport is committed to preventing accidents and illness in the workplace. We want to structure the work of our employees so that health, well-being and motivation are fostered. Two goals are a top priority here: steady reduction in accidents at work and expansion of health care programs to increase the attendance ratio (see Sustainability Program, Occupational health and safety, p. V ff.).

18 Occupational health and safety

The extensive construction work being carried out in the course of expanding the airport demands increased focus on health and safety. Building work is always associated with an increased risk of accident and special protection measures need to be in place. The generally binding construction site directive provides regulations for occupational safety on building sites and also defines rules for general safety and health care. These regulations have been providing the Occupational Health and Safety Department at Fraport with support and guidance throughout the construction period and all ongoing

projects. Health and Safety Coordinators are deployed at all our own construction sites. They look after the construction activities and scrutinize preventive and precautionary measures when the construction work is being organized. They also ensure safe operation of machinery by keeping an eye on service, maintenance and repair.

Safety measures are agreed where Fraport cooperates with external construction companies. Causes of accidents are jointly analyzed and investigated as well as exploring opportunities to prevent and avoid accidents.

The responsibility assumed by Fraport for occupational health and safety is also clearly defined in connection with temporary staff. They have equal priority alongside permanent employees when it comes to occupational health and safety and they undergo a qualified induction phase. If there are nevertheless any accidents subject to notification to the authorities, an accident analysis meeting is held as in the case of permanent employees in order to determine the causes of the accident and introduce appropriate protective measures.

Accidents are frequently the result of behaviors that have not been adequately modified in unaccustomed situations. The extreme winter at the beginning of 2010 resulted in a significant increase in accidents. The negative effect of the adverse weather on ground conditions was a significant factor here. The winter service was therefore restructured for 2011. As well as improving logistics – provision of more grit and snow-clearing vehicles – patrol officers were appointed to inspect the footpaths and roads in the zone. They are responsible for coordinating with the winter service. A comparison between the accident figures for 2010 and 2011 showed positive results (see chart “Accidents at work”, below).

Each year, Occupational Health and Safety joins forces with Health Management, Medical Services and the specialist operating areas to carry out a health campaign lasting several months. The campaign adopted the motto “Safety First” in 2011. The main goal is to provide information on acting safely in their area of work. Information about the risks of having an accident in leisure time and at home are also part of the campaign. Since Fraport AG is continually working on reducing potential hazards, safe driving conditions in the operational areas of the airport were a continual theme throughout 2011.

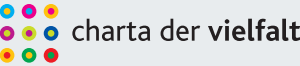
Our targets for 2012:

Reduction in the number of accident-related days of absence by

5 %

Increase in the attendance rate by

1 % point



Fraport has signed the Charter of Diversity, a corporate initiative under the patronage of the German Chancellor

16 Charter of Diversity

The issue of safety is also systematically pursued within the Group. For example, risk factors in the workplace environment were recorded at the Group Airports at Varna and Burgas in Bulgaria. A risk management program was derived from this survey and an action list was prepared for 2012. In 2011, a training exercise was carried out for supervisors in order to sensitize them to the risks. A program for increasing traffic safety was also implemented on the apron.

19 Health management

The project “Increasing the Attendance Rate” was launched in 2011. The objective was to identify operational constraints, resources and measures to promote health and motivation throughout the company and with proactive integration of employees. The goal set in 2010 was to achieve an increase of 1 percentage point in 2010. We were unable to reach the goal and we therefore extended the time horizon by one year. 60 health workshops are planned for 2012 and the aim is to counteract factors causing absences.

A pilot project was implemented in parking-space management. This area is responsible for managing all parking areas at Frankfurt Airport. After an improvement in customer satisfaction was achieved some years ago through workshops and follow-up measures, an increase in the absence ratio again emerged in 2010. A second workshop series was therefore held from January to March 2011 in order to analyze the operational constraints and health issues. Proposals for improvements were then worked out. Since stress was frequently cited as a cause for absences, we used an impulse test to record specific stress. This test is a proven questionnaire used across sectors and activities to evaluate working conditions on the basis of the potential for generating stress. The results flowed into the workshops. Other projects to improve the attendance ratio include an internet-based points and bonus system. The aim here is to enhance motivation through participation in health care measures, provide individual advice packages for people with mental illnesses, and setting up a hotline for staff and managers who are subject to particularly high levels of stress.

In Varna and Burgas, all employees received a medical examination in 2011 and workplaces were analyzed for specific risks. The results were used to identify risk groups for specific illnesses. The health care status of these employees is regularly monitored. From 2012, insurance benefits for staff members will also be improved with the aim of improving therapeutic and rehabilitation services, care in hospital and health checks for individuals in the risk groups.

Training and career development

Vocational training is regarded as a valuable tool for recruiting the next generation of employees and is firmly established as the first stage in personnel development in the Group. A total of around 350 apprentices were given training in 21 vocations on a budget of some €8.5 million during 2011. 116 of these were new. The number of new apprentices will increase to 138 in 2012 to take account of the future requirement for skilled workers.

20 Our training packages

A company-wide survey on the need for skilled workers has been conducted annually to improve our focus on vocational requirements since 2010. A thorough selection process for applications and comprehensive training concepts form the platform for a high level of training quality. This process aims to arrive at an effective fit between specialist qualification and personal development. Foreign internships with our companies in Europe, Africa, Asia and South America also offer additional incentives and opportunities for experience. In 2011, 33 apprentices spent an average of eight weeks on internships. Consistently good examination results and a drop-out rate of less than 3 % bear testimony to the excellent quality of training at Fraport. After apprentices have completed their training, these young people are guaranteed further employment for at least a year, while appropriately qualified employees continue to work longer in the company if an opportunity is available.

Career training is also a big focus at Fraport. The aim is to provide an average of 2.9 career training days for each core employee in all sections and at all levels.

Trainee programs and international management training are also extremely important if we are to meet our goal of filling three quarters of our management positions in levels 1 to 4 from our own ranks. The Fraport Academy offers around 70 courses to prepare skilled specialists for management functions each year. The Integrated Management Development Program also offers the opportunity for more advanced qualification. Regular Potential Assessment Centers are carried out with managers to facilitate further career development.

21 Personnel development

Intercultural learning is becoming increasingly important for us as a Group with an international perspective. A representative of the training program at Fraport AG has again led seminar programs in Jeddah, Saudi Arabia. The delegates are interested in the issues addressed by the seminar – customer orientation, communication and intercultural competence – and also like to take the opportunity to find out about Western perspectives. Additional seminars are planned for this year.

22 Promotion of cultural diversity

In 2011,

70 %

of apprentices were given a permanent job in the second year after completing their training. A further

14 %

were employed again on a fixed-term contract, the remaining

16 %

left their job on their own request.



Apart from the specialist training packages offered at Fraport College and Fraport Academy, employees are also able to participate in a large range of seminars. Each employee has a personal budget of

€600

that they can use for personal career development at a wide range of seminars dealing with issues beyond their immediate area of employment.

In 2011,

1,186

members of staff took advantage of this offer.

Around
2,200
employees were
provided with training in
89
courses to promote safety
awareness in 2011.



Fraport provides financial support for
18 company sports clubs with around

950

members. The company also organized
special events and makes a sports hall available
to the clubs. The sports include ball game sports,
water sports, cycling and naturally aero-sports.

Accidents at work

Fraport Group	2010	2011
Accidents*	669	644
per 1,000 employees*	31.7	29.3
with fatal consequences	0	0
Days of absence*	11,826	9,189

Fraport AG	2010	2011
Accidents*	361	292
per 1,000 employees*	30.16	24.16
with fatal consequences	0	0
Days of absence*	7,960	4,763

* notifiable

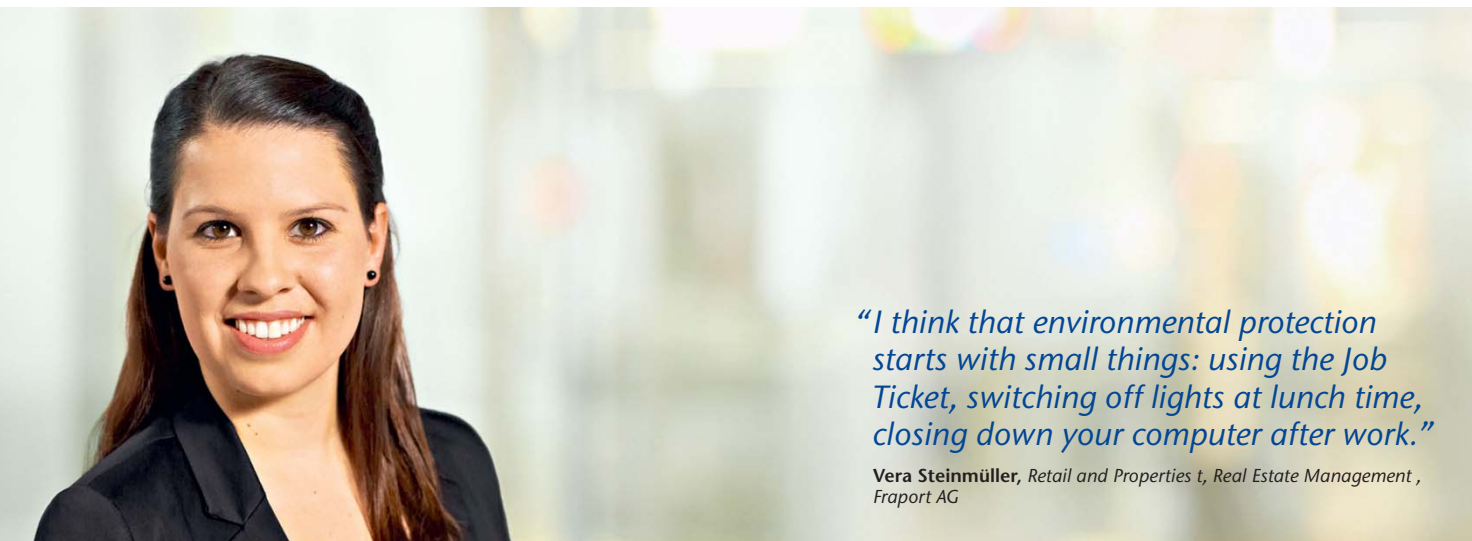
Sickness rate and occupational diseases

Fraport Group	2010	2011
Sickness rate (in %)	6.33	5.93
due to illness	6.09	5.79
due to accident at work*	0.24	0.14
Occupational diseases (number)	1	0

Fraport AG	2010	2011
Sickness rate (in %)	6.49	6.45
due to illness	6.19	6.27
due to accident at work*	0.30	0.18
Occupational diseases (number)	1	0

* without accidents involving sport, commuting to and from work, and private activities





“I think that environmental protection starts with small things: using the Job Ticket, switching off lights at lunch time, closing down your computer after work.”

Vera Steinmüller, Retail and Properties t, Real Estate Management , Fraport AG



“The best way of reducing environmental pollution caused by air traffic is to cooperate with the airline companies and all the other players in the transport sector.”

Erich Voss, Facility Management Fraport AG



“The environmentally friendly airport first needs to be invented. But we need to make a contribution to keeping the impacts on people and nature as low as possible.”

Bernd Beuchert, Facility Management Infrastruktur/ Grounds and Facilities Engineering, Fraport AG

For our environment

Flying and airports impact negatively on our environment. There is no doubt about that. Up to now, these impacts have been inseparably linked to the aspirations of our society for mobility and economic prosperity, alongside the increasing globalization of our life at all levels. Fraport is an airport operator with commitment on four continents and its main location at Frankfurt Airport, one of the world’s most important air-traffic hubs. Fraport is therefore confronted with the challenge of meeting the demand for rising flight capacities and the justified need to protect our environment. As far as we are concerned, this means minimizing environmental risks, while at the same time meeting the needs of our customers and the commercial requirements as far as possible. Our efforts are focused on the priorities that we have set in the Sustainability Program (see p. VII-IX ff of this report).

23 Environmental management

Climate protection

Climate protection is one of the top priorities for Frankfurt Airport and this is also increasing in importance at our locations outside Germany. One target is at the foreground of all our efforts at Frankfurt: the reduction of CO₂ emissions per passenger and per 100 kilograms of airfreight. Another target is to avoid the generation of additional CO₂ emissions as a result of airport operations in spite of the expected increase in passenger and freight volumes (see Sustainability Program, Climate protection, p. VII). The aim is to achieve this with a package of different programs. A third objective has already been attained. At the beginning of 2012, Frankfurt Airport achieved Level 3 **Airport Carbon Accreditation**, a climate protection program run by the umbrella association of the European airport operators “Airports Council International Europe” (ACI Europe).

The objective of this program is to encourage as many European airports as possible to engage in comprehensive CO₂ management and ultimately achieve carbon-neutral operation. More than 50 European airports are currently already actively involved in the program. Apart from Frankfurt, they include London Heathrow, Paris Charles de Gaulle,

Amsterdam, Munich, Istanbul Atatürk and London Gatwick – overall seven of the Top Ten European passenger airports. The accredited airports represent approximately 50 % of total European passenger traffic.

In 2009, Frankfurt Airport was the first airport ever to be accredited under the program. Reporting was expanded for the upgrade to Level 3 by including information on emission sources which have to be allocated to “Scope 3” in accordance with the “Greenhouse Gas Protocol” (GHG Protocol): Operation of aircraft on the ground (engine run-ups and test runs, operation of Auxiliary Power Units) and in the landing and take-off cycle up to 3,000 feet, operation of buildings and ground handling vehicles of third parties, supply of aircrafts with ground power supply, travel to and from the airport by passengers and employees, and business trips (see Sustainability Program, Climate protection, p. VII).

24 Greenhouse Gas Protocol

Antalya Airport started the accreditation process in August 2009 and was accredited for Level 1 in 2010. Antalya was then accredited with Level 2 for the measures described in the Carbon Management in 2011. The targeted management of CO₂ emissions and their reduction and appropriate monitoring are a prerequisite.

25 Airport Carbon Accreditation

In 2008, Fraport already packed all activities directed toward climate protection in a single project that focused on three fields: energy-saving measures in the existing portfolio of buildings and infrastructure, efficient energy use in new buildings, and reduction of energy consumption in the company’s own vehicle fleet.

Potential energy savings were identified in the existing building portfolio totaling around 66 million kilowatt hours, i.e. nearly 10 % of the total energy consumption of Fraport AG. This corresponds to some 21,000 tons of CO₂ which are to be saved by 2020. 40 % of these will come from refurbishment of the ventilation systems in Terminal 1. The potential savings were adjusted from 17,500 tons to 8,300 tons in the course of detailed



Higher ranking

Frankfurt now at ACA Level

2 → 3

Antalya at ACA Level

1 → 2

Ambitious climate target

Reduction of CO₂ emissions per traffic unit (one passenger or 100 kg airfreight) by

-30 %

in relation to the infrastructure of Fraport AG from 3.7 kg in 2005 to 2.6 kg in 2020.

planning. Savings of 3,000 tons of CO₂ have already been made, and savings of 1,300 tons of CO₂ are currently being implemented.

The energy required for heating and cooling will be significantly reduced by renovation of the transit baggage hall of Fraport AG. The baggage conveyor facility on the lower level has a large number of electric motors and their heat is currently being conducted away throughout the year by electrically operated cooling machines. Air from the outside is continually entering the building at ground level through the opening of quick-action rolling gates so that heating is required at certain times.

Optimization of energy use in the building has been planned with the assistance of a dynamic building simulation. The new energy concept envisages temperature control for the hall at ground level using the heat generated from the baggage conveyor system located in the underground level. The heat generated in the conveyor facility located will be transported by a fan pumping 50,000 cubic meters per hour from the underground level to the ground level. Air-curtain systems (air jet from above with external air as “air gate”) will be installed there in order to prevent the ingress of cold external air when the hall doors are opened. This will also minimize any draught effect in workplaces. Compared with the original conventional planning system, savings of around €3.5 million of investment costs could be made with the assistance of refined building simulation and the resulting measures. Significant savings in operating costs are also anticipated.

The operation of aircraft Auxiliary Power Units (APU) accounts for a proportion of approximately 10 % of the CO₂ emissions 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 CO₂ and other air pollutants, or indeed avoid them altogether. However, in order to achieve this, aircraft also need to be supplied with air-conditioning when they are stationary – alongside the universally available supply of electricity supplied to aircraft on the ground from the terminal.

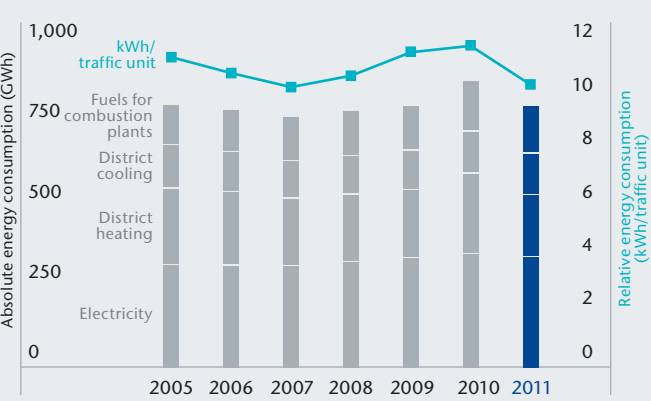
A pilot project is to implement this system on a test basis. The new A-Plus pier is to be equipped with a pilot system which supplies “Pre-conditioned Air” (PCA) to the aircraft at their parking positions. The findings from this PCA pilot system will be integrated in plans for Terminal 3 and the ongoing development of existing plants. All 28 piers at Antalya have already been equipped with supply units for electricity and PCA and the experience gained from this system can be utilized.”

In new buildings a maximally high level of efficiency is an integral element of all planning measures. Innovative systems for a reduction of around 10,000 tons of CO₂ or around 40 % per year by comparison with conventional systems are being introduced for the building section A-Plus Finger at Terminal 1, which is scheduled to come onstream in 2012. The aim is to make electricity savings for lighting and air-conditioning units, as well as energy savings for cooling and heating.

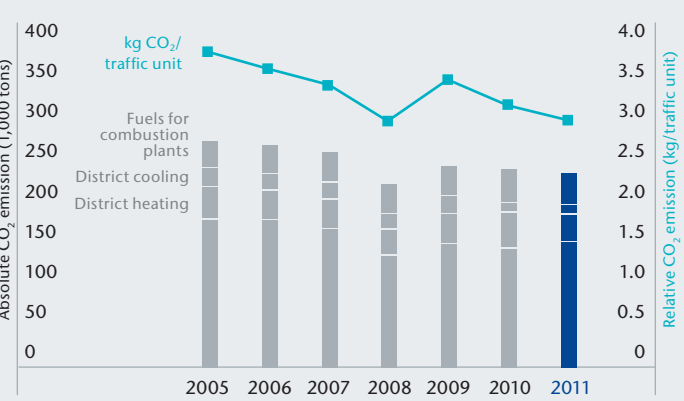
Maximally efficient lights save energy, contribute less to heating in buildings, and reduce the need for cooling in certain parts of the year. The cooling system was also optimized so that the energy volume required for cooling the air could be halved in the ventilation control center.

The new building for ground-handling services provides another example of successful implementation of potential energy savings in new buildings. Since July 2011, all key operational centers controlling the equipment for handling aircraft on the ground have been located here. Fraport employees coordinate the deployment of baggage, freight and aircraft tow-tractor, buses and other service vehicles from this control center. Since these are primarily computer workstations generating heat, centralized computer technology was used to reduce the cooling requirement, i.e. only screen and keyboard are located at the workplace itself. The computers themselves are located in the server room, which can be cooled much more efficiently. Extensive roof landscaping also contributes to reducing energy consumption. In the winter it improves heat insulation and in the summer it serves as a heat shield. At the same time, it also improves the environmental performance of the building by filtering out air pollutants and fine dust, by providing water-retention capacity, and as a habitat for animals. The contribution to saving energy is

Total energy consumption at Fraport AG



CO₂ emission at Fraport AG



Climate protection strategy – How we are going to reduce energy consumption

For new buildings

Energy efficiency: The Fire Station achieves a

90 %

energy saving compared with conventional building methods



Vehicle fleet

Targets for electromobility in 2015:

20 %

share of electric tow tractors in baggage handling

20 %

share of electric pallet forklift loaders

100 %

share of electric conveyor-belts

Building portfolio

Reduction of around

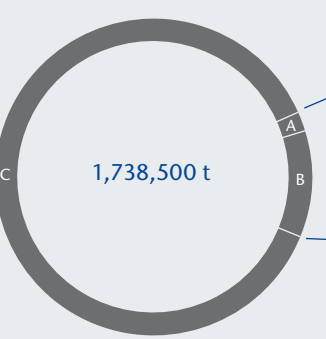
21,000

tons of CO₂ by 2020



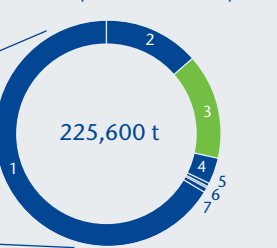
CO₂ footprint at Frankfurt Airport and Fraport AG

CO₂ footprint for 2011 at Frankfurt Airport



- A
- B
- C

CO₂ footprint for 2011 Fraport AG (Scope 1 and 2)



- 1 Electricity consumption Fraport AG (Scope 2)
- 2 District heating Fraport AG (Scope 2)
- 3 Operation of vehicles and equipment (Scope 1)
- 4 District-cooling consumption Fraport AG (Scope 2)
- 5 Operation of standby power supply system (Scope 1)
- 6 Operation of fire brigade exercise facility (Scope 1)
- 7 Operation of fossil-fired facilities (Scope 1)

- Scope 1 (own consumption Fraport AG)
- Scope 2 (purchased electricity Fraport AG)
- Scope 3 (third parties at the airport including air traffic in landing and take-off cycle)

worthwhile in itself. The energy consumption for this new building is 50 % below the specifications for the Energy Directive EnEV 2007 and 20 % below EnEV 2009 (see Sustainability Program, Climate protection p. VII).

Certification of the new Terminal 3 is planned in accordance with the Gold Standard of the German Sustainable Building Council and potentially further specifications defined by international standards. A “Round Table” discussion forum was established to achieve an optimum result. This includes internal and external experts – including representatives from environmental authorities – to achieve the best possible energy efficiency in the new building. We established an appropriate specialist department in 2011 with the aim of building sustainably and we are conducting out life cycle analyses there. This department is a dedicated area of action in the sustainability program (see Sustainability Program, Sustainable construction, p. VII).

26 German Sustainable Building Council

39 → 41 %

of all passengers used
bus and train to travel
to and from the airport
in 2011.



Intermodality

is one of the key success factors
at the Frankfurt site

Long-distance railway station

174

high-speed trains each day

Regional railway station

223

regional and metropolitan trains each day

Bus station

240

departures each day in public regional
and suburban traffic



The new Terminals constructed after Fraport took responsibility at Antalya in 1998 feature good heat insulation, the use of roof areas for solar energy, and automated shading systems which reduce the need for cooling in the summer. Sensor-controlled lighting and automated systems for heating / cooling along with other technical systems contribute to additional energy savings. In other ways too, energy saving measures are deployed at this airport. Energy is generated at an advanced block heating power station which has a significantly higher level of efficiency compared with a conventional power station due to the use of waste heat. It also has significantly lower CO₂ emissions.

Since the beginning of October, Fraport has been using a fuel-cell system for the first time to back up its electricity supply. It supplies emergency power to the complex around the CD/CC car park in front of Terminal 1. If the power supply fails, this backup ensures that operation of parking ticket machines can continue uninterrupted and the availability of the IT and power supply is ensured for the control facility located in the vicinity.

The dedicated company fleet is responsible for around 15 % of the CO₂ emissions caused by Fraport AG. Apart from the procurement of energy-efficient vehicles, alternative power units are also used to reduce energy consumption. Electromobility is the key word because electrically powered vehicles are ideal for use at airports with the large number of short journeys entailed here. They also contribute to limiting the burden of air pollutants (see “Air quality”). This power technology is a particularly important option for the specialist vehicles used in aircraft handling, such as tow-tractors, conveyor-belts and pallet loaders, particularly since these vehicles make up a major proportion of CO₂ emissions generated by the Fraport vehicle fleets. Around 10 % of all apron vehicles are already electrically powered. 90 % of all conveyor-belt vehicles are electric vehicles. The electric drive is ecologically and commercially superior to the diesel-operation versions. An electrically operated pallet loader has been successfully used in ground handling since 2010. During the second half of 2011, the first tow tractors in baggage handling fitted with serial hybrid technology were integrated in the transport system. By 2015, the proportion of battery operated electric vehicles of both types is to make up 20 % of the total.

Fraport is also planning to procure electric cars for its vehicle fleet over the coming years. Their suitability as company cars is being tested in a pilot project for an e-car pool. The main objective in setting up a car pool is to reduce the proportion of vehicles kept available over the medium to long term. This goal is initially focused on a central administration building. An innovative usage concept will also improve the utilization of the vehicles, which will exert a positive effect on their commercial efficiency. This initiative is supplemented by possibilities to supply electric vehicles with electricity using a “solar car port”. Solar cells installed on the roof of a penthouse facility deployed as a garage either supply electric cars directly with electricity or the electricity generated is fed into the energy supply grid. Parallel to this project, an adequately dimensioned supply network of charging stations at easily accessible locations is gradually being established at the airport complex.

The importance of systematically recording and monitoring the activities and investments for reducing CO₂ emissions is increasing due to the high priority of climate protection for Fraport and the increasing complexity of these systems. Fraport has therefore started to establish a comprehensive system of CO₂ monitoring. This concept was developed in 2011 and introduction at Frankfurt Airport will gradually be implemented from 2012 on (see Sustainability Program, Climate protection, p. VII).

Networking with other transportation modes – intermodality – is also a climate-protection objective of Fraport, in order to ensure that the airport can be accessed by as many passengers and employees as possible by public transport. We are cooperating closely with other transportation modes on this objective. We are also implementing initiatives for a more optimum freight logistics chain in CargoCity based on key ecological and commercial principles. Transfer of the air-freight feeder service from road to rail is another priority. This is because the delivery and collection of airfreight is rising with increasing volumes – particularly using road-based transport. The aim of 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. For this purpose, Fraport has 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 Sustainability Program, Intermodality, p. XIII).

27 Climate protection

Air quality

Fraport pursues an ongoing process of maintaining or improving air quality to enhance the lives of residents living around the airport and staff working there. The objective is to reduce air-pollutant emissions from the operation of aircraft and the airport.

We are only in a position to influence the aircraft emissions indirectly. Fraport levies emission-based airport charges on nitrogen oxides and hydrocarbons to give the airline companies financial incentives to use aircraft with lower emissions.

28 Airport charges

Another way of reducing the emissions from aircraft is to switch off the APUs at parking positions. This would be facilitated by provision of stationary Pre-conditioned-Air, and testing of this facility is planned at the A-Plus pier (see section “Climate protection”, p. 24).

We are also working continuously on reducing taxiing and waiting times for aircraft. Airport Collaborative Decision Making (A-CDM) is one of the measures directed toward this. The procedure involves better coordination of the ground-based processes. The latest and most advanced mobile work machines are used for aircraft handling on the ground. New software tools are planned for optimizing the handling processes and helping to avoid empty runs in future. Converting the vehicle fleet to low-pollutant and electric vehicles also offers further potential.

Maintaining systematic inventories of relevant air-pollutant emissions is important for planning and monitoring additional measures, as for CO₂. An appropriate methodology is being developed with the objective of regularly and systematically recording emissions from individual locations, most importantly at Fraport AG. These methods

All

28

piers at Antalya
are equipped with
Pre-conditioned Air systems (PCA).



will be based on modeling approaches defined in external expert reports on expansion, internal initiatives, and the latest relevant operational data. The aim is to analyze a level of detail that permits any potential for minimization to be quantified and the success of all measures to be displayed. The conceptual phase started in October 2011. Some initial results are expected in 2012 (see Sustainability Program, Air quality, p. IX).

29 Air quality

Conservation of nature and resources

The expansion and operation of the airport is closely associated with impact on the natural environment over a large area. This is why one of our corporate goals is to preserve and promote biodiversity at the airport location and in the immediate surroundings. The airport is also a location where resources are used extremely intensively since it functions as a platform for tens of thousands of people, as a take-off and landing site for hundreds of aircrafts and as a transport hub for thousands of tons of goods each day. Using resources as efficiently as possible also

forms part of our objectives. Our objective is to conserve the resource of water as much as possible over the entire airport as well as reducing the generation of waste and achieving a high recoverability rate within Fraport AG.

The environmental compatibility study during the course of the zoning procedure resulted in a detailed record of the flora and fauna living at Frankfurt Airport and in the surrounding environment. Population studies have also been done for some years including the various species of bird. Since 2011, Fraport AG has participated in a voluntary Biodiversity Check, which has been conducted out by the Lake Constance Foundation and the Global Nature Fund. Their assessment is based on our environmental and sustainability reports and our answers to numerous searching and in-depth questions. The check yielded a series of recommendations which we are checking and implementing. We have already implemented some of the results in many areas.

- 30 Brochure “Ecological Measures for Airport Expansions – proactive for nature”
- 31 Biodiversity Check

Our Environment Fund also promotes various projects in the region to preserve and promote biodiversity.

Managing the “resource water” involves controlling the consumption and the quality of water which enters the ecosystem at the airport complex. Fraport has decided to adopt “qualified drainage” with innovative drainable systems for the new northwest runway. The water from rain and snow on the runways and taxiways flows along slotted channels configured at the sides into 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. Online measuring instruments continually monitor the quality of the precipitation water. If the strict quality specifications are complied with, the water can be drained away through two infiltration trenches with a capacity of more than 600 cubic meters. This system allows around 4,300 cubic meters of treated precipitation water to be channeled into the groundwater each day. Fraport invested a total of €22.75 million alone for the drainage systems at the new north-west runway.

section including the planned Terminal 3, the buildings located there, and precipitation water with deicing agents from the aircraft movement areas.

In Lima, Peru, the quality of the groundwater and drinking water is regularly monitored. Water savings – 2 % were planned for 2011 – are a key environmental objective which has been achieved with 8 % less consumption per traffic unit.

We are also implementing measures for separating and treating deicing agents at our airports in Varna and Burgas, Bulgaria. In addition to setting up special deicing areas and development of technical systems, building modifications are also being implemented, such as the construction of a runway drainage system in Varna. 90 % of this system has already been completed. New methods for runway deicing are being introduced at both airports in 2012 as part of the environmental program and waste management program.

New measures and systems are being developed for the roll-out of a future-oriented waste strategy geared to conserving resources. Statutory regulations required Fraport AG to introduce an electronic verification system in Frankfurt for disposal of hazardous materials. Parallel to this, a special waste database was installed for all waste generated at Fraport AG and for waste taken from aircraft cabins (no catering waste). In future, this database will hold records and evaluate detailed information on materials flow for waste. This system will avoid large amounts of waste over the long term and improve the recycling of valuable materials.

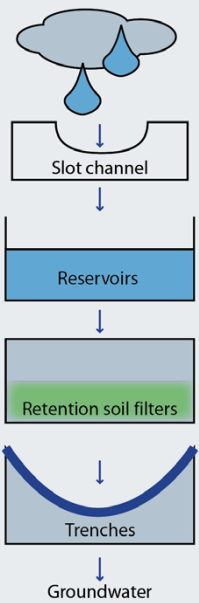
- 32 Environmental Statement 2011
- 33 Nature and resource conservation
- 34 Brochure “From Waste to Raw Material”
- 35 Latest data on waste

Water from winter rain and snow at the airport can be contaminated with deicing agents used for aircraft and surface deicing agents. The chemicals used are biologically degradable. From 2012 on, precipitation water with a Chemical Organic Demand (COD) of 200 mg of oxygen per liter will be retained and treated in the communal water-treatment plants. The construction work necessary for this is currently being implemented.

While optimizing the existing drainage system and expanding the airport, the retention capacity for precipitation water will be increased overall from 89,590 cubic meters in 2004 to 204,190 cubic meters in 2013.

Fraport operates a water treatment plant in the southern section of the airport and the capacity of this facility will be increased by 2013 from 11,000 population equivalents (PEs) for a wastewater volume of around 540,000 cubic meters a year to 100,000. In future, treatment will occur here for wastewater from the entire southern

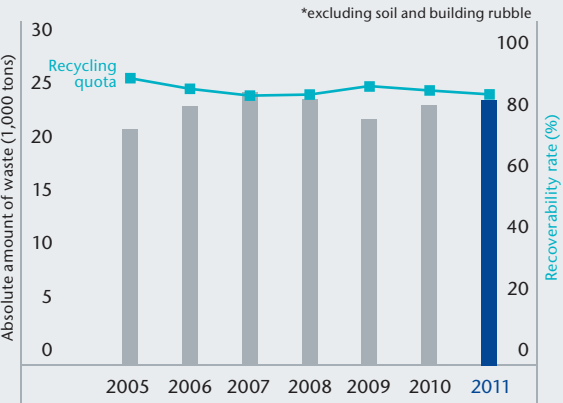
State-of-the-art drainage of the north-west runway



Waste
The waste recycling quota at Fraport AG remains at a very high level around

83 %

Absolute amount of waste*/ Recoverability rate for Fraport AG



Source: Frankfurter Societäts-Medien GmbH

For the community

“Not in my backyard!” This is the slogan often applied when discussion in the community turns to the topic of new technologies and facilities. Airports are also part of this debate. Our world can no longer exist without them and for many people a big airport like Frankfurt remains an exciting and positive experience – whether you happen to be a traveler or a visitor. Criticism and proactive involvement set in most frequently where airport neighbors experience the negative impacts of air travel on a permanent basis. This is where Fraport exists in a field of tension between the responsibility for tens of thousands of jobs, the importance of the location for Germany’s export-oriented economy, and the prosperity of the Rhine-Main region on the one hand, and the negative impacts of aircraft noise that the neighboring residents have to live with on the other. This conflict creates a particular commitment that we owe to our neighbors.

36 Airport and region

Alliance for more noise abatement

When the northwest runway started operating on 21 October 2011, Frankfurt Airport expanded its runway system by a fourth runway. A new utilization concept was introduced at the same time. In the previous three runway system, the two parallel runways had been used equally for take-offs and landings. Now, the two outer runways are normally used for landings and the middle parallel runway and runway 18 are used for take-offs. This made it necessary to harmonize the system of approach and take-off routes. The shift in downwind approach routes implemented in March 2011 resulted in new groups of people being affected as the year progressed.

When the new runway started operations, air traffic did not increase initially but locally there were significant increases in negative impacts. An increase in aircraft noise pollution is primarily experienced in the vicinity of the new southern fly-round routes (westerly wind: Rüsselsheim South East, Nauheim, Trebur) and under the approach ground lines of the new northwest runway (easterly wind: Flörsheim North, Hochheim South, Gustavsburg, parts of Mainz; westerly wind: Frankfurt South, in particular Lerchesberg, parts of Offenbach).

The situation of people affected by aircraft noise is taken extremely seriously. Representatives of the air traffic industry, the state government and the region presented a further package of measures at the end of February 2012. The objective of these measures was to reduce the effects of aircraft noise, especially for those most seriously affected, bring down the number of people experiencing negative impacts, and reduce the level of aircraft noise experienced: “Together for the region – Alliance for more noise abatement 2012”.

A regional fund totaling some €265 million was set up primarily to finance passive noise abatement in private households and public institutions eligible for protection. Fraport also contributes around €70 million to the voluntary real estate program Casa. A total of 19 individual measures from a spectrum of active noise abatement initiatives like “Fly higher”, “create noise breaks”, “quiet flying” and “intensifying research” were agreed with the objective of reducing noise and diminishing the number of people affected. Some of these measures had already been implemented by 2012 or were launched in that year. Another development in this context was the expansion of aircraft noise monitoring by the Environmental and Neighborhood House to include airline-based performance monitoring. This system creates transparency demonstrating how good individual airline companies are at maintaining low-noise approach and take-off procedures.

37 Press release from the state government

Noise abatement

The complex situation of Frankfurt Airport needs to be taken into account when looking at all the measures. The high traffic density combined with the absolute priority of safety mean that each proposal has to be carefully reviewed, the fit within the bigger picture analyzed, and a final evaluation arrived at. For example, all the changes in Frankfurt have to be assessed in the context of harmonizing European air space. Deutsche Flugsicherung GmbH (DFS) is responsible for air traffic control in Germany. DFS is working closely with the Benelux countries, France and Switzerland on this project.

“I believe that Fraport gives more to the region than is evident from the public debates about the airport. At any rate, I’m proud when I see all the good causes that Fraport supports.”

Maximilian Hoeffler, Rescue Assistant, Traffic and Terminal Management, Corporate Safety and Security, Medical/Rescue Service, Fraport AG

“Our comprehensive program on passive noise abatement and ongoing further development of measures for active noise abatement mean that we do our utmost to mitigate the impact from aircraft noise on the people affected.”

Max Conrady, Head of Environmental Impacts Noise and Air, Traffic and Terminal Management, Corporate Safety and Security, Fraport AG

“Sponsoring and donations from companies to support social causes are important. But each individual, whether working or retired, can make a difference to another individual with a commitment.”

Shivadas S. Pattanath, retired member of staff, Marketing, Fraport AG. He was awarded the Federal Order of Merit for his commitment to old people and the disabled in 2007.



Representatives of the airtraffic industry, state government and the region contributed a total of

€265 million

under the package of measures entitled “Together for the region – Alliance for more noise abatement 2012”. The lion’s share of the funds was used to pay for passive noise abatement. Fraport also contributed a further

€70 million

to the voluntary Casa Program.

Alongside the measures for **active noise abatement** taken when the new runway was opened, new noise-reducing flight procedures were introduced for the region around the airport already from the beginning of 2011. They were developed by a group of experts based within the Forum Airport and Region (FFR) made up of representatives from local communities, airline companies, air traffic control, and the airport, as well as politicians and academics. The aim of active noise abatement is to reduce noise directly at its source, to reduce the noise pollution on the ground particularly in areas severely impacted, and to ensure improved distribution of noise. An initial package of measures included seven procedures for reducing noise. Alongside ongoing cooperation in the expert group “Active Noise Abatement”, we took responsibility for developing the conceptual design and implementation of two of the measures.

DROps – Dedicated Runway Operations

The procedure envisages bundling of take-offs on defined runways or departure routes depending on the direction of operations so that the residents experience the minimum feasible noise impact and noise breaks are created. This procedure was used before the prohibition on night flights in the period from 2300 to 0500 hours. DROps “early morning” is the extension of the original procedure until 0600 hours. Realization of the operational conditions is likely to be at the end of 2012.

Raising the approach glide angle by 0.2 degrees compared with the previous angle increases the dis-

tance to the residential areas at the northwest runway with the aim of reducing the impact of noise.

Fraport has already had the necessary instrument landing system installed at the northwest runway. The necessary licenses still have to be approved and verifications have to be provided that the increased approach glide angle does not put safe operation at risk. Our objective is to start operating with the increased glide angle during the course of 2012.

38 Active noise abatement

In October 2011, the Hessian Ministry of Economics, Transport, Urban and Regional Development defined abatement zones based on the strictest limits applicable under statutory regulations where residents have a claim to **passive noise abatement**. Taking account of the new northwest runway and the changed operating conditions, this defines noise abatement zones which allow around 86,000 households to make claims for passive noise abatement protection for their homes. Fraport offered to bring forward measures that were only applicable later under statutory regulations for residential areas that were in the approach zone for the new northwest runway and had not previously been in a flight path.

39 Passive noise abatement

People who purchased or built a house or apartment before there was any discussion of expansion and whose homes are now directly in the flight path are adversely affected by the expansion of Frankfurt Airport and changes in operation.

Their homes are now directly below the flight path. Fraport purchases residential property through the **Casa Program** where planes fly particularly low – at an altitude of less than 350 m – or it pays the owners compensation. The purchase price of the property is assessed by independent experts on the basis of conditions in the district before the expansion of the airport. The alternative of compensation is determined by the position of the property and its distance from the core zone affected by the incoming flights.

40 Fraport Casa Program

Fraport has also expanded the **system of noise monitoring** to record the new circumstances. In September 2011, the network of measuring stations was increased by two additional measuring stations to 28 in total. The new measuring stations are located close to the approach ground line on the new northwest runway so that they are in a position to monitor the development of the aircraft noise and the effect of the noise-reduction measures there. Mobile measurements in the communities around the airport supplement the monitoring. Fraport AG has been providing comprehensive information about the measuring results from its own aircraft noise measuring stations, route configurations, distribution of operating direction and much more for many years (see Sustainability Program, p. X, Noise abatement). Like all other information, monitoring makes a contribution to rendering the debate more factual and hence creating the platform for our efforts to find practical solutions or improvements for the current impacts.

As a complement to noise monitoring carried out by Fraport AG, the Environmental and Neighborhood House in the Forum Airport and Region (UNH) offers a broadly based package of information. The data measured by the airport, combined with the data from the local-authority stations, the stations operated by the UNH and flight-movement data are visualized on the Internet. Monitoring is particularly important in providing information to the local population. Interested residents are able to trace where planes are flying and at what altitudes. They are able to ascertain what noise levels will be reached in virtually real time.

We developed our own monitoring system to document the development of aircraft noise pollu-

tion in the neighborhood of the airport. It is based on the standard international noise dimension for a day and night level of 60dB (A). This value is applied to aircraft noise in the same way as noise generated by road or rail traffic. This is a 24-hour level where the noise impact at night is weighted by a factor of 10. The monitoring system defines an aircraft noise contour within which Fraport is able to calculate the number of residents each year.

The contours can vary as a result of operational changes (traffic development, aircraft mix, use of runways and flight paths). They can also be affected by measures for active noise reduction and by fluctuations in the operating directions for the take-off and landing systems. When we are doing monitoring measurements, we use long-term average distribution for operating direction in order to eliminate the influence of weather conditions on the calculated aircraft noise contours. You can find precise information on the development of statistics in our accounting section on the Fraport home page.

41 Aircraft noise monitoring

In view of the intensive discussions on the issue of aircraft noise, Fraport has been intensifying its efforts to engage more intensively in personal **dialog with the people affected by the noise**. We take our Infobus around the towns and local communities located near the airport and listen to the questions asked by the local residents. Representatives of the company regularly take part in platform debates and citizens’ meetings. The Fraport Infonhotline is available throughout the week 24/7.

42 Infoservice aircraft noise

We would like to engage in more in-depth discussion and address the factual issues more fully. The effect of aircraft noise on the health and well-being of individuals has not been researched as much as would be desirable. Fraport AG is therefore sponsoring a comprehensive noise impact study by the Forum Airport and Region in the Rhine Main region and at comparable sites around the airports in Berlin, Cologne/Bonn and Stuttgart. The study has the purpose of providing a maximally representative, evidence-based and scientific description of the effects of noise from aircraft, rail traffic and road traffic on the health and quality of life of the people affected. The data

Over the next few years, Fraport AG will spend around

€270 million

on measures for passive noise abatement and the Casa Program.



will be processed by research and specialist institutions in the areas of medicine, psychology, social sciences, acoustics, and physics. The study has been designed as a long-term venture and the first results are anticipated in 2013.

Community responsibility

Fraport plays a significant role in the community as a major employer and international company with ambitions of growth in the dynamic air traffic sector that is so important for the economy. By generating **economic value added** we make an important contribution to private incomes and to financing public services. In 2011, we paid out around €900 million for wages and salaries and contributed some €100 million in direct taxes (for details see chart “Our value added”). In 2011, 55,148 orders with a volume of €926.4 million were allocated for purposes including the expansion of Frankfurt Airport and around 58 % of them went to companies in the Rhine-Main area.

Community responsibility

We also play our role in the community with a comprehensive commitment of donations and sponsoring. In 2011, we sponsored around 580 projects through **donations**. Most of the projects

were educational or promoted some form of integration. They included programs for educating children and teenagers specifically from low income families and measures for preventing substance abuse and violence.

We have also sponsored media initiatives like “Newspapers in Elementary Schools”, a project run by the media-skills IZOP institute and newspaper Frankfurter Neue Presse, and the school children’s competition “Youth researches – future-proof air transport “ in cooperation with the newspaper Frankfurter Allgemeine Zeitung (FAZ). The latter received an award as a decade project “Training for sustainable development” and was financed through resources from our Environmental Fund.

- Project “Teenagers researches”
- Environmental Fund
- Promotion of environmental education

Apart from projects related to environmental education, this sponsorship tool is used specifically to maintain and develop biodiversity in the Rhine-Main region and finance projects on climate protection and climate change. One example of this type of project is a cooperative venture with the Max-Planck Institute for Chemistry. Over the past 14 years, funding for around €30 million has been

provided for such initiatives. The biggest individual project to receive funding is the Rhine-Main Regional Park. In 2011, we set ourselves the goal of raising awareness of the profile of the regional park. A campaign of activities was launched immediately and a large number of projects is planned for 2012 (see Sustainability Program, Regional engagement, p. X).

Rhine-Main Regional Park

In future, the environmental fund will place even more emphasis on the issues of biodiversity and climate protection. More than half of the financial resources available have already been planned for appropriate projects for the period until 2014. The fund will continue to sponsor the environmental education package for schools and other institutions.

Aside from donations, an array of activities and associations in the region surrounding Frankfurt Airport benefit from our **sponsorship activities**. For example, we have been the main sponsor of the German Jazz Festival for many years, we support the Rheingau Music Festival, the Weilburg Palace Concerts, the Old Opera House (Alte Oper), the Schauspiel theater and Frankfurt Opera. We also maintain partnerships with the museums Stadel, Schirn and Liebighaus to promote educa-

tional art programs for children and teenagers. We sponsor a large number of recreational sports clubs with many of them in youth leagues.

Engagement and sponsoring

Relationships as a good citizen are also important to as at other Group sites. Our subsidiary company in Peru, Lima Airport Partners (LAP), decided in 2011 to pool all its resources and support the personal commitment of management and employees to the Westnell kindergarten. The focus of this program is on paying the school costs for some of the children. They come from two of the poorest districts in Lima and receive preschool teaching at the kindergarten. This opens up the opportunity of obtaining a good education at school. The LAP commitment is already planned for 2012. Building work and repairs are planned for the kindergarten facilities and medical checks are scheduled for the children. Many of our employees perform important volunteer work in charitable projects – at sites including the Group airports Antalya, and Varna and Burgas. Their commitment ranges from collecting donations to fostering activities in local citizens’ initiatives and organizations.

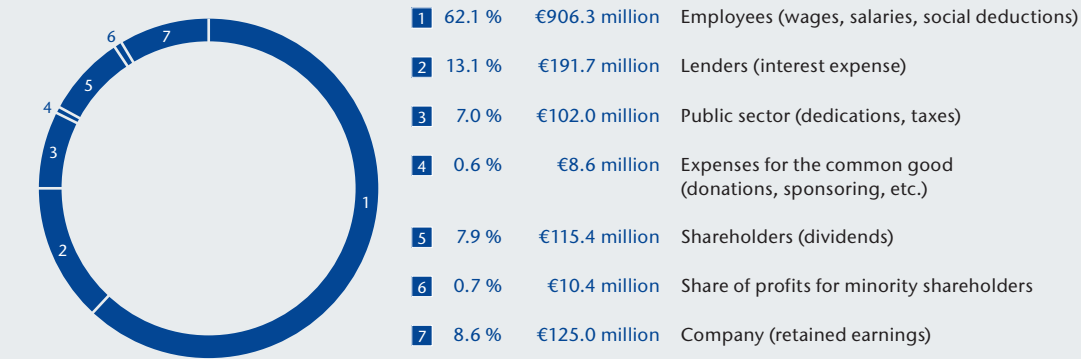
Employee engagement

Apart from these initiatives by Fraport and our employees, Fraport’s own Erich-Becker Foundation founded in 1986 also does non-profit work. The purpose of the foundation is to promote research and academic work. The income from the endowed assets is used to finance grants for scientific studies on issues relating to air traffic, for promoting other projects and for allocating awards for special scientific achievements. A scholar’s meeting was held for the first time on 24 November 2011 and papers were given on a number of subjects including sustainability in air traffic. Fraport established the ProRegion Foundation in 1999 and the work of this institution focuses on integrating young people into the world of work.

- Erich-Becker Foundation
- ProRegion Foundation



Our value added



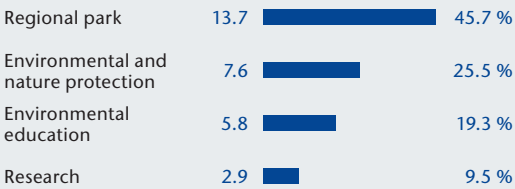
Continuing the tradition of previous years, Fraport AG sponsored around

400

clubs, events and initiatives during the course of 2011.



Total sponsorship for Environment Fund 1997–2011 (€ million/share in %)



In 2011, Fraport employees packed some

5,173

Christmas packages for children in orphanages, homes for disabled children and low income families in Romania and Hungary.



“Our investments strengthen the Frankfurt site and safeguard the future of a large number of businesses around the airport.”

Alida Günther, Investment Controlling,
Corporate Infrastructure Management, Fraport AG



“The Fraport share remains an attractive investment through our future-oriented business model, with strong potential for growth within Germany and abroad, and our stable earnings power even during phases of economic downturn.”

Christian Schramm, Corporate Finance, Treasury,
Finance and Investor Relations, Fraport AG



“Making the new runway in Frankfurt a reality is another high point in my professional career. In a fiercely competitive environment, this expansion of capacity is essential in giving us the opportunity for enjoying further successful years as an international air-traffic hub.”

Horst Amann, Vice President Airport Expansion South,
Corporate Infrastructure Management, Fraport AG

For our owners

Fraport AG is a stock company (Aktiengesellschaft) in accordance with German law. The shares are listed on the Frankfurt Stock Exchange and in the MDAX, the index for medium-sized German joint-stock companies. The biggest shareholders are the State of Hesse (31.49 %) and Stadtwerke Frankfurt am Main Holding GmbH (20.11 %). As outlined in our Sustainability Program (see p.XI ff), we have a specific duty to our shareholders to safeguard the economic viability of the company and our investments, to achieve profitable growth, and to generate value added over the long term that is higher than the cost of capital.

Investments made in the future of the company during 2011 amounted to €1,440.2 million (2010: €1,033.9 million) and were once again at a high level. A significant milestone for the development of Frankfurt Airport was achieved on 21 October 2011 when the new runway was opened. The launch of operations on the new runway was already exerting a very positive effect on traffic figures in Frankfurt by the end of the year – the number of passengers alone at 56.4 million was 6.5 % above the count for the previous year – and this demonstrates how important this investment is for the ongoing development of the business location. The A-Plus Pier will also be starting up operations in October 2012. This pier offers the most advanced terminal facilities and multifaceted retail and gastronomy outlets for up to six million passengers a year.

52 Investments

More investments will be required over the coming years in order to meet the future needs for a forecast passenger volume of around 90 million passengers. A new passenger terminal will be built in the south of the airport. The first section of the modular Terminal 3 is scheduled to come into operation in 2016/2017 and construction work looks likely to start in mid-2013.

53 Development at Frankfurt Airport

Our owners expect us to generate an appropriate return to reward their financial commitment. The Supervisory Board and the Executive Board are planning to submit a proposal to the Annual

General Meeting for 2012 that a dividend amounting to €1.25 per share should be paid for the business year 2011. This would retain the dividend level from the previous year. If the earnings trend continues in accordance with the forecast plans and the long-term positive prospects for profit are taken into account, the Executive Board intends to keep the dividend per share stable for the business year 2012.

Retained earnings are used to finance additional investments and hence increase corporate value. Fraport manages development of the company 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 development of value added is provided in the Annual Report 2011, p. 47 ff.

- 54 Fraport value added
- 55 Financial information and Annual General Meeting

The Fraport share is listed in various sustainability indexes not least due to this strategy directed consistently to the long term. In 2011, Fraport was listed in the Dow Jones **Sustainability Index** World (DJSI World) for the fifth time in succession. This index ranks us in the 10 % best in the sector for sustainability performance among a total of 2,500 companies listed in the Dow Jones Global Total Stock Market Index. Membership in the FTSE4Good and in the Carbon Disclosure Leadership Index (CDLI) was confirmed. The sustainability rating agency oekom research awarded Fraport “Prime Status” in the oekom Corporate Rating. At the beginning of 2012, Fraport was awarded “SAM Bronze Class” in the Sustainability Yearbook published by the SAM Group (Sustainable Asset Management, a global asset manager) and KPMG.

56 Indices and awards

The new runway: around

2.5
years' construction time,
construction costs of

€600
million



Sustainability management and corporate compliance

Sustainability is one of the key corporate targets at Fraport. This target is represented in the organizational structure through the establishment of the Central Unit "Sustainability Management and Corporate Compliance" since January 2010. The Central Unit identifies key strategic sustainability issues across the company and initiates further development as necessary. The unit is also responsible for environmental management, sustainability reporting and monitoring, and coordination of stakeholder dialogs. The compliance management system and internal controlling system are among the areas of responsibility. Its management reports directly to the Executive Director Labor Relations.

- 57 Organizational structure
- 58 Sustainability management
- 59 Understanding of sustainability

The Sustainability Board is the executive body with responsibility for sustainability management. It is headed by the Chief Executive Officer. Board members include the Executive Director Labor Relations, the senior managers of all divisions, and some senior managers in the Central Units of Fraport AG.

The Sustainability Board develops the Sustainability Program. The annual survey on the success of measures and findings from our stakeholder dialogs form the basis of this program (see section "Strategy and stakeholder engagement", S. 4).

60 Sustainability Board

Sustainability management at Fraport is based on compliance with internationally recognized standards such as the principles of the UN Global Compact, the OECD principles for multinational companies and the ILO Labour Standards. Fraport's own principles and internal guidelines are also applicable. You will find a detailed corporate governance report, the report of the Supervisory Board on corporate governance, and the declaration on corporate governance pursuant to Article 289a German Commercial Code (HGB) in the Annual Report 2011, p. 35 ff.

- 61 UN Global Compact
- 62 OECD principles
- 63 ILO Labour Standards

We interpret compliance to mean observing laws and internal rules. In 2011, we started to imple-

ment an integrated system for compliance management, risk management and the Internal Controlling System. The preventive character of the Values Management System (introduced in 2003) is complemented 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 and provides the necessary fundamental elements. Over the course of 2012, the further development of the CMS at Fraport AG is likely to be completed. This will be followed by gradual implementation in the most important Group companies.

Fraport pursues an integrative, risk-based approach in developing solutions for more in-depth links between the subsystems Compliance Management, Risk Management and Internal Controlling System. This approach is based on the internationally recognized COSO II Framework. Fraport AG is looking to introduce a supporting IT Tool by the end of 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.

You will find information and details of the **Risk Management System** and **Internal Controlling** in the Annual Report 2011, p. 69 ff.

The **Values Management** is an integral element of the CMS. It is used to prevent and track any corruption. Since 2005, it has been an integral element of any agreements on employment contracts between employees and managers at Fraport AG. Over recent years, it has been gradually introduced at national and international Group sites where there is a majority shareholding. Our investment Northern Capital Gateway LLC in St. Petersburg, for example, adopted a Code of Conduct in 2011 which defines the rules for dealing with suppliers, customers and government agencies and specifies clear anti-corruption rules.

An important tool for preventing breaches is an efficient information and reporting system. In 2009, Fraport introduced an electronic whistleblower system (BKMS® System) at the parent company. Employees of Fraport, business partners and customers can submit information on any perceived irregularities in an Internet-based communications platform. Access is provided on the Fraport home page. Confidential information on corruption, business crime, and breaches of standards of conduct can be submitted anonymously worldwide and 24/7. The electronic whistleblower system guarantees the anonymity of the whistleblower on the system side. The facts in each report are subject to intensive analysis and scrutiny, and sanctions are introduced as appropriate. The whistleblower system was implemented at TwinStar in Bulgaria in 2009, at our Antalya Group site in 2010, and at Lima in 2011.

64 Values management

We also appointed an external ombudswoman on 1 December 2011. The key function of the ombudswoman is to receive confidentially any information about serious breaches of statutory regulations and to subject the information to intense legal scrutiny. The expert in criminal law is available to anybody inside or outside the company. We also have an internal confidential contact at Fraport for our employees since 2003.

65 Homepage ombudswoman

Sustainability management at Fraport goes beyond the definition and implementation of standards and quality processes for internal use. Minimum social and ecological standards are maintained alongside the principle of profitability. **Protection of human rights** is a top priority within our company and in all our global activities. 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, anti-trust 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



In **2011**

we started to implement an integrated system for compliance management, risk management and the Internal Controlling System.

Ground handling services receive

ISAGO

certificate from IATA as confirmation of internationally recognized safety and quality standards on the ground.



Validation according to EMAS certification in conformity with ISO 14001

Airports	Subsidiary companies	Validated according to
Frankfurt Airport	Fraport AG	EMAS/ISO 14001
	N*ICE Aircraft Services & 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 Ictas Antalya Airport Terminal Investment and Management Inc.	ISO 14001
Varna and Burgas Airports	Fraport Twin Star Airport Management AD	Environment management system

to promoting compliance with the “Business Conduct Rules” with their suppliers with the aim of achieving the best possible effectiveness. You can find more information about the targets and measures for the field of action Procurement in the Sustainability Program, p. XII.

66 BME Compliance Initiative

The Integrated Management system (IMS) is intended to guarantee high quality and continuous improvement for all internal business processes. Environmental management, job safety and quality management are handled under the umbrella of the IMS. The IMS has been certified in compliance with the ISO 9001 international standard. A number of measures including internal audits

are required for this, and they are directed toward maintaining the high level of service quality and implementing any improvements necessary with the responsible process owners.

Fraport AG has an Environmental Management System for the activities at Frankfurt Airport. Since 1999, this system has been validated in conformity with the European directive on the Eco-Management and Audit Scheme (EMAS). Fraport AG and most of the airports with a majority shareholding have received certification under the international environmental standard ISO 14001 (see chart “Validation in accordance with EMAS certification in conformity with ISO 14001“). Further information on Frankfurt Airport is also provided on the environmental impacts and achievements through the Environmental Statement.

- 67 Management certified by the Germany Technical Inspectorate (TÜV)
- 68 EMAS/ISO 14001

In autumn 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. Process documentation, implementation, occupational health and safety have top priority and are subject to very strict regulations. The relevant process areas of Fraport AG were successfully certified, including loading, ground movements of aircraft, and passenger, baggage and aircraft handling.

Sustainability Program 2011

Structure

	Area of action	Responsible business unit
Customers	Safety and security	Traffic and Terminal Management, Corporate Safety and Security
	Customer satisfaction	Customer Experience
Employees	Appeal as an employer	Human Resources
	Retaining and creating jobs	Human Resources
	Diversity	Human Resources
	Occupational health and safety	Human Resources
	Training and career development	Human Resources
Environment	Climate protection	Sustainability Management and Corporate Compliance
	Sustainable construction	Corporate Infrastructure Management
	Intermodality	Retail and Properties Traffic and Terminal Management, Corporate Safety and Security
	Air quality	Traffic and Terminal Management, Corporate Safety and Security
	Conservation of nature and resources	Sustainability Management and Corporate Compliance
Community	Noise abatement	Traffic and Terminal Management, Corporate Safety and Security
	Regional commitment	Sustainability Management and Corporate Compliance; Corporate Communications
Owners	Profitability of investments	Controlling
Sustainability management	Compliance/Governance	Sustainability Management and Corporate Compliance; Internal Auditing
	Procurement	Sustainability Management and Corporate Compliance; Central Purchasing and Construction Contracts

Customers

Safety and security

Target	Measure	Duration of the Measure	Status
Retention of the high level of safety and security standard at Frankfurt Airport	Training and career development	ongoing	Professional training by FraSec GmbH (provided by training providers certified by the German Technical Inspectorate TÜV Süd) at the Fraport Training Center.
	Quality management	ongoing	Internal quality assurance concept for operation, procedures and training and career development.
	Employee motivation	to 2013, initial analysis results in 2012	Commissioning an external analysis on the mental and physical stress at the airport security control checkpoint with the target of identifying and eliminating stressful elements in routine work.
	Engineering/research and development	ongoing	Development of a “Future check” in two committees: _Task force with Federal Police and airline companies _German Air Transport Initiative
	Increase in operational safety	ongoing	Hazard identification/minimization is carried out in conformity with ICAO Annex 14. New version of manual Safety Management System published. “Safety Committees” established.
Improved integration of air security checks in the passenger flow. Target parameters: guaranteeing a waiting time of max. ten minutes in 90 % of security checks and passenger satisfaction of at least 80 % with the level of friendly approach of our personnel	Process analysis and optimization	ongoing	Testing of process improvements is currently being done in cooperation with the Federal Police and the airline companies, Results include: motorized infeed conveyor, changed tray system, quality circle.
	IT-based personnel deployment planning and passenger management (PAARIS)	2012	First module of the new IT system came into operation in 2011. Improvements in deployment planning and passenger management implemented.
	Throughput and waitingtime measurements	ongoing	Internal targets on waiting time and customer satisfaction adopted by the main customer Lufthansa within the framework of a “Memorandum of Understanding”. Preparation of KPI Report with the Federal Police on waiting times for passengers and friendliness measurement parameters, as well as throughputs and productivity for checkpoints.
	Project “Security with a smile”	2009–2011	Training sessions for operational managers expanded by focus on “Customer satisfaction” and transferred to the project “Great to have you here!” (see area of action Customer Satisfaction).

Customer satisfaction

Target	Measure	Duration of the Measure	Status
Increase in global satisfaction of passengers by 10 percentage points to 80 % by 2015 (determination of global satisfaction within the framework of monthly surveys among customers with the question: How satisfied were you with Frankfurt Airport?)	Service program “Great to have you here!” to increase customer satisfaction. The focus is on the fields of action identified in continuous passenger surveys:	to 2015	Program launch in 2010. An improvement of 7 percentage points was achieved in 2011 by comparison with 2010.
	_Reduction of waiting times at check-in and baggage reclaim through improvements in processes and infrastructure, and additional personnel	2011 ff.	Measure being implemented.
	_Simplification of the connecting processes by improving the infrastructure	to 2015	In 2011, additionally six e-cars introduced free of charge and numerous service employees deployed.
	_Facilitating orientation by a site-wide, new signage system throughout the terminal and reduction of “perceived” transit times	2012	Measure being implemented.
	_Increase in satisfaction with surrounding ambience, relaxation areas, cleanliness of sanitary areas by redesigning them	2012–2013	Pilot system set up in relaxation zone for test purposes with passengers. A further 5 relaxation areas are being planned. New sanitary model facility being tested in 2011. Launch of new facilities in Terminal zone A and B by 2012.
	_Increasing the friendliness and service attitude of personnel by service training at all levels and programs where executive management is integrated in operating process within the shift operation	2011 ff.	Initiative “Management operative” is being implemented with deployment of senior management level in the shift operation on the ground. Launch of specified service training sessions is being implemented in all areas with passenger contact in the 2 nd half year of 2011.
	_Optimization of service and product quality for retail, gastronomy and services by expanding the range of products and services, training sessions and quality management	ongoing	Measure being implemented.

Employees

Appeal as an employer

Target	Measure	Duration of the Measure	Status
Further developments of personnel strategy	Strategic project with the aim of identifying areas of action and working out solutions taking particular account of demographic change, special design of working conditions tailored to specific ages, empowerment of women, integration of migrants and management of mixed-age teams	to 2015	In 2011, age structure analysis drawn up taking account of demographic developments for Fraport AG. The derived fields of action for the personnel strategy area as follows: _Safeguarding appeal as an employer _Recruiting and retaining skilled staff/managers _Retaining employment capability through structure of working practices and lifelong learning. Gradual implementation by 2015.
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))	Annual employee survey and derivation of potential improvements	ongoing	Improvement in employee satisfaction within the Group from 2.94 in 2010 to 2.76 in 2011, Group target value of 2.90 therefore exceeded in the reporting year. Employee satisfaction in the parent company Fraport AG was 2.96 in 2011, the target value of 2.90 was not achieved.
	Social benefits above the collective payscale and participation in company success	ongoing	Continuation and as necessary adjusting to current requirements. Staff receive a special payment to celebrate the landmark 75 th anniversary of Frankfurt Airport in 2011.
	Gradual expansion of performance-based salary components	2011 –2014	Adjustment of payscale budget of 0.25 % p.a. from 2011 (for 2010) to 2014 (for 2013). Adjustment of salary ranger and variable remuneration of non-payscale staff and executive employees is planned starting 2013 (retroactive for 2012).
	Integration of the workforce within the structure of the new corporate headquarters	2012	Integration of the workforce through an expert team “Designing the Corporate Headquarters”. Additional communication measures are proactively implemented.
	Development of a concept for increasing employee satisfaction with personnel services by setting up a “Service Point” in the new corporate headquarters	2012	Formulation of a conceptual approach with integration of key employee groups.
	Link between variable remuneration of managers to assessment criteria for management expertise	ongoing	Improvement in management skills on the basis of the results of 360° feedback evaluations is included in the target agreement process.
Ongoing development of management expertise based on the results of the Group Barometer and in 360° feedback	Implementation of 360° feedback for executive managers	2011/2012	360° feedback for management levels 1 –4 implemented in the year 2011 (approx. 330 managers). Implementation for management level 5 is planned for 2012.
	Implementation of a group development program IMEPplus (Integrated Management Development Program) for managers in levels 3 and 4	to 2015	Project launched in 2011.

Retaining and creating jobs

Target	Measure	Duration of the Measure	Status
Creation of a further 25,000 jobs at Frankfurt Airport by expansion of the airport, overall calculations by experts estimate that the expansion will create around 100,000 jobs.	Realization of the planned airport expansion	ongoing	Operation of new runway launched in October 2011.
	Workplace survey done annually	ongoing	Next survey planned for 2012.
	Study on direct and indirect employment effects of Frankfurt Airport	2013/2014	Measure is being planned.

Diversity

Target	Measure	Duration of the Measure	Status
Promotion of “Diversity and equal opportunities”	Development of Key Performance Indicators for measurement and control of diversity and equal opportunities	2012	Measure being implemented.
Increasing the proportion of women in management positions to 25 – 35 % by 2018 within Fraport AG	Continuation of the initiative “Women and Management”	to 2018	2011: Formulation of a Business Case and internal communication of the target within the company. Starting 2012: Development of additional specific training measures for women and adjustment of recruiting processes and succession plans.
Improvement in getting the work-life balance right between career and family	Acquisition of additional entitlement rights for kindergarten places near the workplace	2012	Measure is being planned.
	Acquisition of quotas in communal kindergartens	2012	Increasing the number of kindergarten places in existing facilities by 25 %.
	Expansion and promotion of additional utilization of alternative telework (alternating work in the company and the home environment)	ongoing	Transfer of pilot project to the line organization in 2012. Continual increase in users is currently being experienced.
	Packages for combining care and job	ongoing	2011: First Infomarket “Combining Care and Job” implemented.
Promotion of staff with a background of migration	Development of a concept for skilled staff and managers	2012	Measure is being prepared.

Occupational health and safety

Target	Measure	Duration of the Measure	Status
Continuous reduction in the number of accidents at work:			A reduction in the number of accidents was achieved in 2011 by 37 % compared with 2010.
_Target 2011: reduction of 5 % compared with 2010 _Target 2012: Improvement compared with 2011 (basis: total number of accident days at Fraport AG)	Implementation of damage and injury analyses, risk assessments and derivation of prevention measures	ongoing	The process of risk analysis has been established for many years and anchored in the internal procedural regulations for the quality management system in conformity with ISO 9001. The focuses for prevention measures in 2011 were on increasing safety in transport and traffic within the company.
	Continuous training of managers and employees in job safety	ongoing	In 2011, Fraport again implemented a program of training sessions on health and safety that exceeded the statutory requirements. The focuses of the training sessions in 2011 included the responsibility of managers for occupational health and safety and raising the level of awareness for “Mental problems, stress and illness”.
	Regular facility inspections and derivation of measures	ongoing	Safety facility inspections were implemented regularly with the focus on the operating areas.
	Accident analysis meetings between managers and employees	ongoing	In 2011, retrospective accident analysis meetings were done for all reportable accidents with the responsible manager, the employee suffering an accident and the safety officer.
Increase in the attendance rate for 2012 by 1 percentage point compared with the count for 2011	Implementation of Steering Committee for health care management	ongoing	Steering Committee with at least four meetings implemented in 2011.
	Joint project between company medical officer and special needs officer on providing individual support for staff with mental illness	2012	Project launched in 2011, the new advice package received a positive response from employees. At the end of 2012, a decision on continuing the program will be taken on the basis of an experience report.

Occupational health and safety (continued)

Target	Measure	Duration of the Measure	Status
Increase in the attendance rate for 2012 by 1 percentage point compared with the count for 2011	Pilot project advice hotline for staff and managers subject to specific mental stress	2012	An expansion to the entire company is planned in the spring of 2012 on the basis of the planned pilot test in spring 2012. At the end of 2012, a review of success will be done and a decision will be taken on the possible continuation of the measure.
	Expansion of health workshops based on a pilot project implemented in an operating area	ongoing	In 2011, the pilot project was successfully completed. In 2012, the expansion of the health workshops were continued as planned.
	Establishment of reporting on the monitoring of health care measures	2012	Project being implemented.
	Strategic development of measures for prevention, promotion of awareness and the role of managers in health care issues	to 2015	Measure being implemented within the scope of the internal project “Increase in Attendance”. A continuous process of preparation and follow-up is also being implemented with managers within the framework of health workshops.
	Integration of increase in attendance rate in goal agreement process	2012	Included in the goal agreement process for defining goals in 2012 for the management levels 1 to 2.

Training and career development

Target	Measure	Duration of the Measure	Status
Needs-oriented training and guarantee of at least 110 training places each year to 2018	Differentiated training package for apprentices coming from all types of schools with guarantee of one year's work after completion of the apprenticeship	to 2018	2011: 21 vocations, 2012: increase planned to 26 vocations. 2011: 110 training places, 2012 increase planned to 138 training places.
	Formulation of a concept for integration of young people with learning difficulties	2012	In preparation.
	Trial of a model for training rescue assistants	2014	Launched 2011.
Further employment rate of 70 % in the second year after completion of apprenticeship training	Development of a concept for integrating qualified graduates in technical training vocations	2013	Concept will be completed in 2012, implementation will continue. Further employment rate for 2011: Over the five-year period under review, the targeted rate has been achieved for commercial training vocations, but the targeted rate was not achieved for technical training vocations. The expanded training requirement from 2012 leads to expect that this target will be achieved in all vocations over the medium term.
Promotion of skilled staff and managers in the Group with an internal recruitment of the requirement to provide staff replacements in levels 1–4 of 75 %	Implementation of Potential Assessment Center for management levels 2–4 every two years	ongoing	Potential Assessment 2010 and Check-up Assessment 2011 have been completed.
	Launch of international rotation program for candidates for potential program	2012	Development plans being implemented.
	Implementation of training program 2011	ongoing	Program with 16 trainees launched in autumn 2011.
	New regulation of study grant allocations including on the basis of sustainability criteria for post-graduate courses of study	2012 ff.	Measure being planned.
	Further development of specialist careers in the company	2013 ff.	Measure is being prepared (already implemented in a systematic approach in individual areas).
Continuous career training with the target: ensuring an average of 2.9 career training days for each permanent employee of Fraport AG	Specialist and interdisciplinary career training and preparation for certified qualifications in the Fraport College and Fraport Academy	ongoing	Measure being implemented.
	Package of seminars for all employees to obtain personal qualifications beyond their immediate area of activity with provision of an annual qualification budget of €600 for each employee at Fraport AG	ongoing	In 2011, a 35 % increase in the acceptance of the package by employees of Fraport AG was achieved compared with the previous year.

Environment

Climate protection

Target	Measure	Duration of the Measure	Status
Reduction of CO ₂ 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 AG, Scopes 1 and 2 GHG Protocol)	Energy optimization of portfolio buildings	to 2020	_Refurbishment of ventilation control centers in Terminal 1: total potential about 8,300 t CO ₂ , potential of 3,000 t CO ₂ has been implemented, a further 1,300 CO ₂ are being implemented. _Energy optimization in service and administration buildings, total potential about 5,000 t CO ₂ , potential being implemented about 380 t CO ₂ , about 650 t CO ₂ already implemented.
	Energy-optimized planning of new buildings	2012	Energy optimized plans completed in four buildings (Fire station 4, Pier A-Plus, administration center, service buildings, groundhandling services) for Terminal 3 in preparation.
	Establishment of CO ₂ controlling	2011/2012	Measure being implemented und project duration of the measure extended to 2012 compared with the previous year.
	Use of alternative drive technologies	to 2015	Gradual implementation is planned until 2015. The overall potential amounts to a projected 1,360 t CO ₂ . Previously deployed: _an electric pallet loader (approx. 1 percentage point of the planned 20 %) _four serial hybrid tow tractors in baggage handling (approx. 3 percentage points of planned 20 %) _81 electric conveyer-belts (approx. 86 percentage points of planned 100 %) _four electric cars for trial operation
Attainment of Level 3 in the Airport Carbon Accreditation Scheme of ACI Europe	Expansion of CO ₂ reporting in accordance with Airport Carbon Accreditation	2012	Verification for Level 3 has been successfully achieved. For this purpose, we have developed CO ₂ modeling in relation to _the arriving and departing traffic for passengers and employees _the emissions of aircraft in the LTO cycle up to 3,000 ft. _the energy consumption of the traffic caused by third parties at the site _the business trips by employees of Fraport AG
	Intensification of Stakeholder Dialog	ongoing	Various Stakeholder Dialogs were held at Frankfurt Airport, for example the Energy Saving Week or exchange of ideas in the fields of deployment for electromobility.

Sustainable building

Target	Measure	Duration of the Measure	Status
Further development of the concept “Sustainable Building” and integration in the business processes	Definition of principles and scope for “Sustainable Building” in new buildings and portfolio	2011	Principles with focus on climate protection regulated in an internal guideline of Fraport AG.
	Establishment of organizational unit “Sustainable Building” within the Corporate Infrastructure Management of Fraport AG	2012	Organizational concept completed in 2011.
	Conceptual approach for Life-Cycle-Costing (LCC) to provide planning and decision-making support, and implementation of an IT solution	to 2013	Conceptual approach currently being processed. First IT-based tests completed for LCC assessment of selected buildings.
	Involvement in research project Life-Cycle Benchmarking, supported by the Federal Ministry for Transport, Construction and Urban Development (BMVBS)	to 2014	Project launched with partners.
	Optimization of building planning processes on the basis of dynamic building simulations	ongoing	Use of dynamic building simulation established.
	Development of KPIs	to 2013	Measure currently being planned.

Sustainable Building (continued)

Target	Measure	Duration of the Measure	Status
Certification of the new building for Terminal 3 in conformity with the DGNB Gold Standard (German Sustainable Building Council) and possible international standards	Preparation of energy concepts taking account of renewable energy	2011	Conceptual approaches were drawn up in 2011. Completion inspections and evaluations were initiated for a final version.
	Stakeholder Dialog on the energy concept with university researchers, politicians and NGOs	2011	Important stakeholders were involved in drawing up and evaluating the concept within the framework of a “Round Table Discussion”.
	Implementation of sustainability criteria to support planning and construction of the new building for Terminal 3 for purposes of certification	to 2016	Bidder selection launched for supporting the certification process.

Intermodality

Target	Measure	Duration of the Measure	Status
Improvement in inter-modal services and services for passengers	Redesign of signage and routing tools	to 2013	Concept for new signage and routing has been completed, introduction of new signage in the area AiRail Terminal has been commenced.
	Further development of AiRail Check-in	2012	Number of airlines offering the AiRail Check-in at Frankfurt Airport increased by 5 % in 2011.
	Expansion of ICE Rail & Fly and Code Share links in cooperation with German Rail (DB) and the airlines	2012	Code Share Agreement by 5 airlines with German Rail (DB) in 2011, increase in service package by 2 further airlines planned for 2012.
Improvement in inter-modal package for airport employees	Review of improvements in rail and bus services, in particular in the marginal nighttime hours for shift workers	2012	Early ICE from Hamburg/Cologne (arrival FRA 4.45 am) timetabled on a test basis by German Rail (DB). Review of utilization of capacity by German Rail in mid-2012. Introduction of an additional local bus route (OF 67) from the Offenbach district via Gateway Gardens to the airport in the marginal daytime hours in 2011.
Expansion of the competitive position of the intermodal hub at Frankfurt Airport in the long-distance passenger rail travel	Initiatives with important joint-venture partners for expanding the integration of the airport in the Federal Transport Infrastructure Plan	to 2015	Study commissioned under the German Air Transport Initiative for usage evaluation currently being processed, Presentation of results planned for 2012.
Optimization of airfreight logistics chain for Cargo City with ecological and commercial perspectives	Support for developing a Cargo Community System to improve the workflows in airfreight handling	to 2013	First conceptual phase completed in 2011. Result: Launch of a pilot application with a new data platform for accelerating workflows in airfreight handling planned starting spring 2012.
	Feasibility study: Active management of traffic processes within Cargo City for purposes of traffic optimization and emission reduction	2012	Project launch with establishment of a “Cargo City Frankfurt Freight Task Force” was implemented with the inclusion of important stakeholders.
Transfer of the airfreight feeder service from road to rail	Implementation and completion of the research project “Air Cargo Rail Center” (ACRC)	2011	Research report shows: Airfreight volume alone is not adequate for a cost-effective shifting of freight transport to and from the airport from truck to rail. Opportunity: A potential shift might exist if landside goods traffic, which has not been shifted to date due to a technical solution, is included in attractive rail packages combined with the airfreight volume. Project completed.

Air quality

Target	Measure	Duration of the Measure	Status
Reduction of emissions of air pollutants due to the operation of the airport	Review of gradual introduction of stationary air-conditioning supply for (PCA) in new buildings (A-Plus Pier, C-Finger, Terminal 3)	2012–2013	Reviews started in the course of a pilot project 2011.
	Introduction of electric ground handling equipment	to 2015	See Sustainability Program for climate protection.
	Continuous monitoring of air hygiene at Frankfurt Airport	ongoing	Continuous measurements of air quality and annual publication in an air hygiene report on the Internet.
	Development of a prototype for modeling air pollutant emissions for a) infrastructure and ground handling b) landside traffic	2012–2013	Concept phase commenced in 2011.
Maintenance of incentives for the airlines to use aircraft with lower emission levels	Levying of airport charges for nitrogen oxides (NO _x) and hydrocarbons (HC) beyond the trial phase	2012	System of airport charges established. A signal effect for aircraft manufacturers and operators is anticipated from the jointventure project with the German Air Transport Initiative.

Conservation of nature and resources

Target	Measure	Duration of the Measure	Status
Continuous improvement in environmental performance through management systems which are audited by environmental auditors	Continuation of validation in accordance with EMAS and certification in conformity with ISO 14001 at the Frankfurt site and selected Group sites	ongoing	In 2011, the parent company Fraport AG and the subsidiary companies N*ICE and FCS operating at Frankfurt Airport again received the ISO 14001 certificate and were awarded with the EMAS site registration by the Chamber of Industry and Commerce. The Group airports Lima and Antalya are also certified in conformity with ISO 14001.
Reduction of the volume of waste produced. Maintaining the high recoverability rate for unavoidable waste at Fraport AG	Implementation of strategic status analysis of volume of waste with derivation of potential options for waste reduction and for recycling materials from unavoidable waste	2012	Measure currently being planned.
Reduction of paper consumption per member of staff at Fraport AG by 25 % by 2015 (based on 2009)	Implementation of a central printer concept and a project for electronic document administration at Fraport AG	to 2015	Central printer concept has been successfully implemented. Project for electronic document administration was started in 2011.
Reduction of the consumption of drinking water by higher usage of not potable water in Terminal 1 (38 % by 2014) and in the southern area (50 % by 2020)	Expansion of usage of service water in Terminal 1 and in the southern area	to 2014 / to 2020	Measure in Terminal 1 and in the southern area is being implemented.
Maintenance and if possible increase in biodiversity on Fraport grounds	Implementation of a status analysis on biodiversity on Fraport grounds at the Frankfurt Airport site	to 2013	Measure is being prepared.
	Implementation of a Biodiversity Check (European Business and Biodiversity Campaign, Global Nature Fund) and review/implementation of recommendations	2011 –2014	Biodiversity Check was carried out in 2011. Final evaluation envisaged for 2012.

Community

Noise abatement

Target	Measure	Duration of the Measure	Status
Achieving a lower number of people impacted by the aircraft noise than specified in the plan for an expansion in capacity with 701,000 aircraft movements	Support for measures relating to active noise abatement in the Airport and Region Forum	ongoing	Monitoring for the first package of measures has already been done. Preparatory work on developing the second packages has been started. Establishment of the task force for air route optimization with involvement of Fraport.
	Selected rail and route use (Dedicated Runway Operations, DROps)	2011 ff.	Test operation has been implemented. Monitoring is also completed within overall monitoring for active noise abatement.
	Increasing the approach glide angle to 3.2° with ILS (Instrument Landing System) on the new northwest runway	2011 ff.	Study on safety and feasibility completed. Installation of an additional ILS (Instrument Landing System) was completed. Measure is to be implemented according to plan in 2012.
	Support for noise impact study by the Environmental & Community Center	2011 ff.	2011 first surveys completed according to plan. The preparations for the next study period in mid-2012 have commenced.
	Further development of noise measurement and monitoring, and expansion of information provided on aircraft noise for citizens	ongoing	Operation of two new aircraft noise measuring stations was implemented according to plan and included in regular reporting. The provision of information relating to passive noise abatement was supplemented.
Improvement in the noise situation for the residents affected	Bringing forward reimbursement of expenses for passive noise abatement to be paid to residents in the areas affected	2011 ff.	Bringing forward the reimbursements was officially announced and the entitled households were informed.

Regional commitment

Target	Measure	Duration of the Measure	Status
Support for community development in the region, in particular in the areas education, integration, compensation for social disadvantage, and health care	Promotion of projects with financial support: a) Education inside and outside school (e.g. “ZING – Newspaper in Elementary School”, youth and children centers) b) Integration measures (e.g. disabled workshops, Theater Laboratory Darmstadt) c) Compensation for social disadvantage (e.g. charities Die Tafel Frankfurt (round table), Arbeiterwohlfahrt Frankfurt (workers’ welfare)) d) Strengthening of self-help groups and provision of information (e.g. assistance with needs of everyday life, Aids support)	continuous	In 2011, around 500 individual measures in the region received financial support from Fraport AG.
	Continuation of comprehensive package of environmental education from the Environment Fund for kindergartens, schools, associations, etc.	2011 ff.	In 2011, Fraport AG supported approximately 300 environmental education events for education in the region.
Alignment of the sponsorship focuses for environmental and nature projects from our Environment Fund on climate protection and biodiversity with a sponsorship share of more than 50 % to 2014	Starting in 2012, the sponsorship focuses for our Environment Fund will be intensified on climate protection and biodiversity over an initial period of three years	to 2014	Measure currently being planned.
	Implementation of a competition for designing projects with “Beacon Effect” within the sponsorship focuses of climate protection and biodiversity	to 2013	Measure currently being planned.
Ongoing development of regional park as a contribution to increasing the appeal of the local recreation area and raising the level of awareness among the population (target review by survey)	Promotion of projects for regional park development and measures for increasing the level of awareness of the regional park.	2011 ff.	Project promotion realized for 2011. Conceptual approach for increasing the level of awareness of the regional park is being implemented in cooperation with the Regional Park Society.

Owners

Profitability of investments

Target	Measure	Duration of the Measure	Status
Achievement of profitable growth as a platform for the future viability of the company	Investments tailored to demand in the expansion of Frankfurt Airport	to 2016	_Start-up of operations at the northwest runway in October 2011. _Realization of A-Plus Pier for an additional 6 million passengers planned in 2012. _Schedule adapted to take account of capacity for Terminal 3 with landside link through Passenger Transfer System (PTS). _Restructuring of Pier C being planned.
	Expansion of Airport City Mall Frankfurt, Level 0 Redesign of the arrivals level Terminal 1 Reconfiguration and expansion of retail floor spaces Terminal 2	to 2014	Measures being planned.
	Enhancement of value added from real estate marketing and development at Airport City	to 2016	In 2011, additional land purchase contracts with around 92,000 m² closed and hence a marketing status of around 364,000 m² has been achieved since 2007.
	Further development of external business	ongoing	See Annual Report 2011, section “Business development”, p. 50 ff
	Value-based controlling of business activities	ongoing	See Annual Report 2011, section “Value Management”, p. 47 ff
Generation of long-term value added above the cost of capital	Raising landing fees	to 2015	Government agency contracts and contracts with airlines and airline associations concluded.
	Program “Fitness@Fraport2011” for optimizing business processes and cost reduction	to 2014	Focus for 2011: Establishment of a new organizational unit “Corporate Infrastructure Management” for improving efficiency in all phases of development and maintenance of infrastructure at Frankfurt Airport.
	“Future Contract 2018” for improving the cost structure and hence the competitiveness of the Frankfurt site	to 2018	Contracts concluded with employee representatives and Future Contract being implemented.

Sustainability management

Compliance/Governance

Target	Measure	Duration of the Measure	Status
Implementation of an integrated system for risk and compliance management and Internal Controlling System for improving the strategic impact of opportunities and risks	Preparation of a conceptual approach for integration of subsystems	2012	Technical concept based on the internationally recognized COSO II Framework and initial implementation of the concepts have been started.
	Introduction of new IT for system-side integration of both subsystems	to 2013	IT selection completed for 2011 and implementation phase commenced for parent company Fraport AG.
Further development of consulting offers concerning compliance for all employees	Introduction of external ombudsman/ombudswoman	2011	Measure was implemented and communicated to all employees by publication on the Intranet.
Further enhancement of awareness for our compliance culture among all employees	Training for managers in levels 3–4 within an “Integrated Management Development Program” on compliance	to 2013	Continuous training established and launched within the framework of the program.
	Introduction of e-learning tools at Fraport AG for training focuses on specific target groups and increase in the appeal of training sessions	to 2014	Planning and IT selection completed in 2011. First training module is being implemented.

Procurement

Target	Measure	Duration of the Measure	Status
Ensuring cost-effectiveness and compliance with social and ecological standards through allocation processes	Review of major suppliers on the basis of social and ecological aspects	2011 / 2012	Supplier structure analysis carried out for major suppliers. Self-assessment procedure being prepared.
	Inclusion of social and ecological minimum standards in general contractual conditions of Fraport AG	2011 / 2012	Measure is being formulated.
	Definition and implementation of sustainability criteria for individual product groups	2012 / 2013	Segmentation of the procurement portfolio on the basis of defined sustainability criteria was commenced in 2012 with the objective of generating a risk and prioritization matrix. Formulation of a road map is planned on the basis of this platform for implementation of the relevant sustainability criteria.
	Values management system for ensuring business relationship based on integrity	ongoing	Values management system introduced in 2003. Aspects relevant to procurement: _Dialog with business partners _Inclusion of anti-corruption formula in consultant contracts and integrity declaration in the supplementary contractual conditions for construction, architectural and engineering services _Standard operating procedure for order embargo of contractors for construction, supply and service providers _Information about new ombudswoman to all suppliers _Compliance assessment for selected supplies on their status relating to introduction of a values management or compliance system.
	Support for overarching initiatives and cooperation in these initiatives for implementation of standards	ongoing	_Commitment of Fraport AG to comply with the most important, international recognized principles relating to a code of conduct principles promulgated by the UN Global Compact, OECD guidelines, ILO core labor standards at all Group sites. Review of compliance within the framework of quality management. _Signature of the Business Conduct Rules of the German Association Materials Management, Purchasing and Logistics e.V. in 2009. _Cooperation in the project “Hesse: Pioneer for sustainable and fair procurement”. Duration of the measure to 31 December 2012.

Appendix Principles of Reporting

This eighth Sustainability Report is intended to give our stakeholders and any interested members of the public information about our activities, progress and targets in the area of sustainable development in the Fraport Group. We communicate the information that is necessary in order to be able to assess our performance on the route to sustainable development for the defined scope during the period under review in the report.

Report contents and stakeholders

The content of the report is based on regular communication and exchange of ideas with our stakeholders. We derive fundamental aspects of our strategic direction from this information and develop specific measures.

The systematic definition of our strategy was implemented in 2010 on the basis of a materiality analysis in accordance with the principles of materiality, inclusion of stakeholder interests and sustainability context (see section “Strategy and stakeholder engagement”, p. 4). As a result of this analysis, we have set targets for strategically important areas of action as a company with a long-term future perspective and defined measures necessary to achieve these targets. This report describes their effectiveness and further development

Alignment of reporting

This report is based on the guidelines of the Global Reporting Initiative (GRI) 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 Content Index. The report meets the requirements for “Application Level A+” and therefore fulfills the highest level of the GRI guidelines.

We respect and support the ten principles of the UN Global Compact, we develop and implement measures to make them a reality and we contribute to recognition of the principles, also beyond the horizon of our company. This report is our progress report within the framework of the UN Global Compact.

You will find more in-depth information and supplements at www.fraport.com/content/fraport-ag/en/sustainability. The contents are updated on the Internet during the course of the year.

Publication cycle and reporting periods

The report is published annually in German and English and covers the reporting period from 1 January to 31 December of the relevant year. The last report was published on 4 May 2011.

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.

We record any deviations that we believe to be relevant for assessment of our performance.

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 statements made here in the report.

Data collection

The financial figures correspond with the data provided in the Annual Report 2011. Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2011 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. Pursuant to the materiality principle, the circle of consolidated Group companies is reconciled to financial reporting for purposes of determining the personnel indicators. Accordingly, we include the parent company Fraport AG and all the affiliated companies in full, and jointventure companies are included on a proportionate basis; minority holdings are not included in the calculation of the Group personnel data.

The environmental data are collected for the consolidated companies in the Group comprising Fraport AG, the fully consolidated subsidiaries at

the Frankfurt site exerting relevant environmental impacts and the significant Group airports (2008: Hahn, Varna, Burgas, Lima, Antalya; from 2009: Varna, Burgas, Lima, Antalya). The environmental data is systematically surveyed at the Frankfurt Airport site in conformity with EMAS-VO and DIN EN ISO 14001 and is subject to external verification by an accredited environmental auditor. The data is collected from the Group airports included in the survey using systematic reporting procedures.

The presentation of the reporting data is implemented 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.

69 Indicators and facts

Content overview in accordance with GRI and UN Global Compact Principles

The following table provides a structured overview of where information on individual topics and aspects of sustainability reporting can be found. The structure of the tables is based on the GRI Guideline.

- 70 Annual Report 2011
- 71 GRI Content Index
- 72 Fraport Website Sustainability

The table also includes a column “GC” with details indicating where information referring to the ten principles of the UN Global Compact can be found. Since 2007, Fraport has been committed to the principles of the UN Global Compact. We are working continuously on integrating the internationally acknowledged standards and principles in the areas of human rights, work, environmental protection and combatting corruption.

Legend

- black = GRI core indicator
- grey = GRI additional indicator


References

- SR = Reference to a page in the Sustainability Report 2011
- AR = Referent to a page in the Annual Report for 2011
- 70 = Reference to a text on the Fraport Website
- GC = Global Compact Principle














Status

- ✓ = Aspect completely covered
- (✓) = Aspect partly covered
- = No information available
- n.r. = not relevant for Fraport





















Aspect according to GRI	GC	Reference	Status
Profile			
1 Strategy and analysis			
1.1 Foreword by the Executive Board		SR 2–3, SR 4–7, SR I–XII	✓
1.2 Effects of the business activity, opportunities and risks		SR 3, SR 4–7, SR X–XII, SR 23–29, SR 31–35, AR 69	✓
2 Organizational profile			
2.1 Name of the organization		SR Profile	✓
2.2 Brands, products and services		SR Profile	✓
2.3 Organizational structure		SR Profile	✓
2.4 Head office of the organization		SR Profile	✓
2.5 Countries with business activities		SR Profile	✓
2.6 Ownership structure		70 GRI Content Index	✓
2.7 Markets		SR Profile, 70 GRI Content Index	✓
2.8 Size of the organization		SR Profile, 70 Indicators and facts, 70 GRI Content Index	✓
2.9 Changes in the size, structure and ownership constellation		AR 50, AR 98	✓
2.10 Awards received		70 Indexes and awards	✓
3 Reporting period			
3.1 Publication of the last report		SR 41	✓
3.2 Veröffentlichung des letzten Berichts		SR 41	✓
3.3 Reporting cycle		SR 41	✓
3.4 Contact for issues relating to the report		SR 49	✓
3.5 Definition of report content and stakeholders		SR 4, SR 41	✓
3.6 Reporting thresholds		SR 41	✓
3.7 Restrictions on scope of reporting		70 GRI Content Index	✓
3.8 Joint ventures, subsidiaries, outsourced activities		70 GRI Content Index	✓
3.9 Data collection		SR 42	✓
3.10 New presentation of information from old reports		70 GRI Content Index	✓
3.11 Changes compared to previous years		70 GRI Content Index	✓
3.12 GRI Content Index		70 GRI Content Index	✓
3.13 External audit of the report		SR 42	✓
4 Governance, obligations and commitment			
4.1 Management structure		AR 35, 70 GRI Content Index	✓
4.2 Independence of the Supervisory Board Chairman		70 GRI Content Index	✓
4.3 Independent members of the highest management body		70 GRI Content Index	✓
4.4 Mechanism for shareholder and employee recommendations to the Executive		70 GRI Content Index	✓
4.5 Link between remuneration of the Executive Board and performance of the company		AR 36	✓
4.6 Mechanisms for avoidance of conflicts of interest		70 GRI Content Index	✓
4.7 Qualification of the members of the Executive Board in relation to sustainability issues		AR 36, 70 GRI Content Index	✓
4.8 Statements on mission or values, codes of conduct and principles	1–10	SR 39	✓
4.9 Procedure at the level of the Executive Board for monitoring sustainability performance	1–10	70 GRI Content Index	✓
4.10 Procedure for assessing the sustainability achievement of the Executive Board	1–10	AR 35, 70 GRI Content Index	✓
4.11 Precautionary principle	7	SR 11–12, SR 19, SR 23, SR 39	✓
4.12 External agreements and principles	1–10	70 GRI Content Index	✓
4.13 Memberships		SR 7, 70 Stakeholder engagement Fraport AG	✓













Aspect according to GRI	GC	Reference	Status
4.14 Stakeholder groups		SR 6	✓
4.15 Selection of stakeholders		SR 6	✓
4.16 Inclusion of stakeholders		SR 6–7,  Stakeholder engagement Fraport AG	✓
4.17 Issues and concerns of stakeholders		SR 4–7	✓

Economic performance indictors
















<i>Management approach</i>	1, 4, 6–9	SR 35, SR 37, SR VI, SR 42, AR 69	✓
EC1 Direct economic value generated and distributed		 Indicators and facts	✓
EC2 Financial consequences of climate change	7–9	 GRI Content Index	✓
EC3 Scope of the company’s social benefits		 Indicators and facts,  GRI Content Index	✓
EC4 Significant financial government grants and subsidies		SR 37,  Indicators and facts	✓
EC5 Relation between standard entry salaries and local minimum wage	1, 6	 GRI Content Index	✓
EC6 Site-specific selection of local suppliers	6	SR 39,  GRI Content Index	✓
AO1 Passengers		 Indicators and facts	✓
AO2 Aircraft movements		 Indicators and facts	✓
AO3 Cargo tonnage		 Indicators and facts	✓
EC7 Site-specific selection of personnel	6	 GRI Content Index	✓
EC8 Investments in the infrastructure and services primarily provided for public benefit		SR 34–35,  Indicators and facts	✓
EC9 Indirect economic effects		 GRI Content Index	✓

Ecological performance indicators









<i>Management approach</i>	7–9	SR 24–31,  GRI Content Index	✓
EN1 Materials used	7–9	 Indicators and facts	✓
EN2 Recycled materials	7–9	 GRI Content Index	n.r.
EN3 Direct energy consumption	8–9	 Indicators and facts	✓
EN4 Indirect energy consumption	8–9	 Indicators and facts	✓
EN5 Energy saved	8–9	SR 23–27,  Indicators and facts	✓
EN6 Initiatives for structuring products with higher energy efficiency	7–9	SR 23–27	✓
EN7 Initiatives for reducing indirect energy consumption	7–9	 GRI Content Index	✓
EN8 Total water consumption	8	 Indicators and facts	✓
AO4 Quality of precipitation water		 Indicators and facts	✓
EN9 Effects of water consumption	8	 GRI Content Index	n.r.
EN10 Recycled and reused water	8–9	 GRI Content Index	n.r.
EN11 Land used in or on the edge of protected areas	8	 Indicators and facts,  GRI Content Index	✓
EN12 Impacts on biodiversity	8	 GRI Content Index	✓
EN13 Protected or reinstated natural habitats	8	 GRI Content Index	✓
EN14 Strategies for protecting biodiversity	8	SR 23, SR 34–35	✓
EN15 Endangered species	8	 GRI Content Index	✓
EN16 Greenhouse gas emissions	8	 Indicators and facts	✓
EN17 Other greenhouse gas emissions	8	 Indicators and facts	✓
EN18 Initiatives to reduce greenhouse gas emissions	7–9	SR 5, SR 23–27	✓
EN19 Emissions of ozone-depleting substances	8	 GRI Content Index	n.r.
EN20 NO ₂ , SO ₂ and other air emissions	8	 Indicators and facts	✓



Aspect according to GRI	GC	Reference	Status
EN21 Wastewater discharges	8	 Indicators and facts	✓
EN22 Waste by type and disposal method	8	 Indicators and facts	(v)
EN23 Significant spills	8	 Indicators and facts	✓
AO5 Air quality		 Indicators and facts	✓
AO6 Airfield surfaces and aircraft deicing agents		 Indicators and facts	✓
EN24 Hazardous wastes according to the Basel Convention	8	 GRI Content Index	n.r.
EN25 Impacts of wastewater discharges on biodiversity		 GRI Content Index	n.r.
EN26 Initiatives to mitigate environmental impacts	7–9	SR 23–27, SR 31–34, SR VII–X	✓
EN27 Packaging material	8–9	 GRI Content Index	n.r.
EN28 Sanctions for environmental non-compliance	8	 GRI Content Index	✓
EN29 Environmental impacts of transport and traffic	8	 Indicators and facts	✓
EN30 Total expenditure and investments for environmental protection	7–9	 GRI Content Index	–
AO7 Change to residents in areas impacted by aircraft noise		 Indicators and facts	✓

Social performance indicators: Working practices and decent working conditions













<i>Management approach</i>	1–6	SR 14–21,  GRI Content Index	✓
LA1 Total workforce		 Indicators and facts	✓
LA2 Employee turnover	6	 Indicators and facts	(v)
LA3 Benefits for full-time employees	6	SR 16	✓
LA15 Return to work after parental leave	6	 Indicators and facts	✓
LA4 Employees with collective wage agreements	1, 3	 Indicators and facts	✓
LA5 Minimum notice periods for significant operating changes	3	 GRI Content Index	✓
LA6 Employees represented in job safety committees	1	 Indicators and facts,  GRI Content Index	✓
LA7 Occupational diseases and absences	1	SR 19–20,  Indicators and facts	(v)
LA8 Further training on serious diseases	1	 GRI Content Index	✓
LA9 Work and safety agreements with unions	1, 3	 GRI Content Index	✓
LA10 Training and furthertraining time per employee	1	 Indicators and facts	(v)
LA11 Programs for knowledge management and lifelong learning	1	SR 21	✓
LA12 Percentage of employees with regular performance assessment		 Indicators and facts	✓
LA13 Composition of employees	1, 6	 Indicators and facts	✓
LA14 Relationship of basic salary between men and women	1, 6	 GRI Content Index	✓

Social performance indicators: Human rights










<i>Management approach</i>	1–6	SR 15–18, SR 38–40,  GRI Content Index	✓
HR1 Investment agreements with human rights clauses	1–6	 GRI Content Index	✓
HR2 Suppliers who have been screened on human rights aspects	1–6	 GRI Content Index	(v)
HR3 Training sessions on aspects of human rights	1–6	 GRI Content Index	(v)
HR4 Incidents of discrimination and actions taken	1, 2, 6	 GRI Content Index	✓
HR5 Freedom of association and collective bargaining	1–3	SR 15, SR 38,  GRI Content Index	✓
HR6 Principles and measures for prevention of child labor	1, 2, 5	 GRI Content Index	✓
HR7 Principles and measures for prevention of forced labor	1, 2, 4	SR 38–40,  GRI Content Index	✓

Aspect according to GRI	GC	Reference	Status
HR8 Training of security personnel	1, 2	 GRI Content Index	✓
HR9 Violation of rights of indigenous population	1, 2	 GRI Content Index	n.r.
HR10 Business activities that have assessed for human rights aspects	1, 2	 GRI Content Index	✓
HR11 Number of grievances relating to human rights	1, 2	 GRI Content Index	✓

Social performance indicators: Society

Management approach	10	SR 31 – 35, SR VII – X,  GRI Content Index	✓
SO1 Effects on the community		SR 7, SR 32 – 34,  GRI Content Index	✓
SO9 Operations with significant potential or actual negative impacts on local communities		 GRI Content Index	✓
SO10 Prevention and mitigation measures implemented		 GRI Content Index	✓
AO8 Persons who were displaced by the airport operator and compensation measures		 GRI Content Index	✓
SO2 Percentage/number of departments analyzed for corruption risks	10	 GRI Content Index	✓
SO3 Percentage of employees trained in anti-corruption	10	 GRI Content Index	✓
SO4 Corruption incidents and actions taken	10	 GRI Content Index	✓
SO5 Public policy positions and lobbying	1 – 10	SR 6 – 7,  Stakeholder engagement Fraport AG	✓
SO6 Contributions to political parties or politicians	10	 GRI Content Index	✓
SO7 Legal actions for anti-competitive behavior		 GRI Content Index	✓
SO8 Fines for non-compliance with laws and regulations		 GRI Content Index	✓

Social performance indicators: Product responsibility

Management approach	7 – 9	SR 11 – 13, SR II – III,  GRI Content Index	✓
PR1 Health and safety impacts along the product life-cycle	7 – 9	SR 11 – 13, SR 31 – 34	✓
PR2 Breaches of health and safety standards	7	 GRI Content Index	✓
AO9 Wildlife strikes		 Indicators and facts	✓
PR3 Statutory information required for products		SR 38 – 39	✓
PR4 Breaches of standards for labeling products		 GRI Content Index	✓
PR5 Customer satisfaction		SR 12 – 13,  GRI Content Index	✓
PR6 Standards relating to advertising		 GRI Content Index	✓
PR7 Breaches of advertising regulations		 GRI Content Index	✓
PR8 Infringement of protection of customer data		 GRI Content Index	✓
PR9 Sanctions relating to products and services regulations		 GRI Content Index	✓



Statement
GRI Application Level Check

GRI hereby states that **Fraport** has presented its report “Connecting Sustainably - Report 2011” 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.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, March 28th 2012


Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The “+” has been added to this Application Level because **Fraport** 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

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 March 14th 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

Glossary

Airport Carbon Accreditation (ACA) ACA is a program of ACI Europe which assesses the measures taken by European airports to manage and reduce their CO₂ emissions

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.

CO₂ Footprint The CO₂ footprint is a measure for the total amount of carbondioxide 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 riskmanagement 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.

Council for Sustainable Development Rat für nachhaltige Entwicklung (RNE). This council is an advisory body set up by the German federal government with the commitment to promote the national sustainability strategy, to designate areas of action, and to make sustainability an important public concern. The council is made up of 15 leading public figures.

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.

Forum Airport and Region Forum Flughafen und Region (FFR). This forum addresses issues connected with the expansion of Frankfurt Airport, the airtraffic 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.

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.

German 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.

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.

Greenhouse Gas (GHG) Protocol and 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. Scope 1: Emissions that are generated and controlled directly as part of the business activity of the company (e.g. by the combustion of fuel in company vehicles). Scope 2: Emissions that are generated indirectly by third parties for the company (e.g. electricity generated by utility companies). Scope 3: Indirect emissions that are outside the direct control of the company but are generated because they play an important role in the business activities of the company (e.g. travel by passengers to and from the airport).

ISAGO Certificate The IATA Safety Audit for Ground Operations Certificate issued by IATA (International Air Transport Association) defines worldwide uniform safety and quality standards for providers of ground handling services for the first time ever.

ISO 14001 The international environmental management standard ISO 14001 formulates requirements which are intended to support companies when building a system of environmental management embedded in management. The central focus is a continuous improvement process directed toward implementing defined environmental targets.

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.

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 inhouse 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).

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The Fraport Sustainability Report 2011 was manufactured from 100 % recycled paper paying particular attention to environmental conservation and climate protection. It has been awarded the Blue Angel environmental certification (RAL-ZU 14), one of the world’s strictest environmental labels.

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