

# Connecting Sustainably

Online Report 2013



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## Foreword

Dear Readers,

2013 was a challenging year for the air transport industry in Germany. The weakness of economic development in Europe and the increasingly tough competition raised the pressure on prices and costs being experienced by the airlines and airports. Political framework conditions like the German air travel tax, emissions trading, restriction of operating times, etc. exert an additional negative impact on Germany as an aviation center. Fraport has been successful in mastering these challenges. Our achievements included once again increasing our passenger and airfreight figures and further improving the quality of our services, particularly at Frankfurt Airport.

In this challenging market environment, we remain faithful to our aspiration of connecting sustainably. There are good reasons for this concept. Responding appropriately to social and environmental issues is absolutely essential for the future viability of the Fraport Group and leadership goals in the sector.

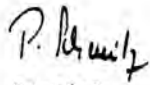
Furthermore, we all have to be ready to embrace change. We need to meet the expanding competition on the international market with competitive quality and attractive prices. We therefore rigorously scrutinize our business processes to make them even more efficient wherever this is required. Our commitment is to take our employees with us on this journey and we are privileged to have a tradition of being able to rely on their expertise, dedication and their loyalty. The success of our endeavor depends on their being able to join forces with us and drive forward the necessary changes with motivation, flexibility and their individual skill sets. With this aim in mind, we focus on human resource issues. In particular, we are concentrating on those issues which enhance our attractiveness as an employer, strengthen job security and career development, and promote diversity.

Climate protection forms an additional focus of our sustainability strategy. The reduction of our CO<sub>2</sub> emissions is being promoted by a number of measures including the introduction of a monitoring system for CO<sub>2</sub> emissions and energy consumption, and gradually transferring to an electric vehicle fleet. Our joint project with Lufthansa, the state of Hesse, and the "E-PORT AN" Rhine-Main model region encompasses a mix of activities which are intended to foster electromobility at Frankfurt Airport. The Federal Government conferred an achievement award on this project in 2013.

We are also ready to make changes on the issue of noise abatement. We are working continuously to minimize the noise exposure for residents around the airport. Out of 19 measures for active noise abatement, which were adopted by the "Alliance for Noise Abatement", most have undergone pilot trials or indeed have already been implemented. We also support the need for transparency by providing the latest news and information on airport operations and air traffic on our new interactive airport noise map on the Internet. We are in fact an international leader in the field of noise abatement initiatives.

Our aim in this report is to inform our readers about the sustainability achievements of the Fraport Group in the year 2013. The report also fulfills the role of a progress report on the ten principles of the UN Global Compact to which we

have been steadfastly committed since 2007.



Peter Schmitz  
Executive Director  
Operations



Dr. Stefan Schulte  
Chief Executive Officer



Dr. Matthias Zieschang  
Executive Director  
Controlling and Finance



Anke Giesen  
Executive Director  
Ground Handling



Michael Müller  
Executive Director  
Labor Relations

You are here: [Profile](#)

## Profile

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

### Aviation

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

### Retail & Real Estate

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

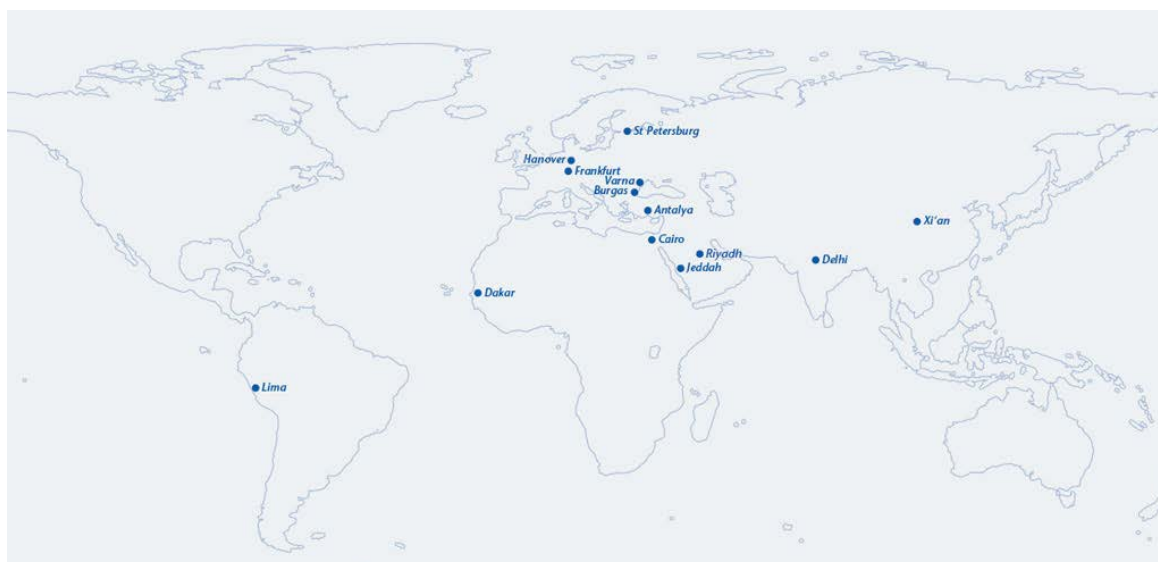
### Ground Handling

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

### External Activities & Services

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

## Worldwide sites of Fraport AG



## Majority shareholdings in airports (status: 31 December 2013)



2013 <sup>1</sup>	Shares in %	Employees <sup>2</sup>	Passengers <sup>3</sup>	Airfreight in metric tonnes <sup>3</sup>
Frankfurt	100.00	20,744	58,036,948	2,094,607
Lima	70.01	476	14,913,314	296,517
Varna	60.00	683	1,319,240	35
Burgas			2,480,099	2,625

Antalya	51.00 /50.00 <sup>4</sup>	449	26,715,971	—
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<sup>1</sup> In addition, Fraport holds a 100% shareholding in the operating company for the new airport in Dakar currently under construction.

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

<sup>3</sup> in accordance with Airports Council International (ACI)

<sup>4</sup> Proportionate consolidation, 51% voting rights and 50% equity share.

In 2013, Frankfurt Airport was ranked top in Europe by airfreight volume and came in third by passenger numbers after London Heathrow and Paris Charles de Gaulle.

## Additional investments in airports



2013	Form	Shares in %	Employees <sup>1</sup>	Passengers <sup>2</sup>	Airfreight in metric tonnes <sup>2</sup>
Hanover	Minority holding	30.00	648	5,234,909	14,666
Cairo <sup>3</sup>	Management contract	—	3	13,577,713	n.a.
St. Petersburg	Minority holding	35.50	4,052	12,854,366	—
Jeddah	Management contract	—	28	26,581,992	—
Riyadh	Management contract	—	—	19,477,497	—
Delhi	Minority holding	10.00	1,434	36,712,455	595,775
Xi'an	Minority holding	24.50	2,941	26,045,593	178,876

<sup>1</sup> Employees incl. temporary staff, apprentices and employees on leave on 31 December in accordance with the Global Reporting Initiative (GRI)

<sup>2</sup> in accordance with Airports Council International (ACI)

<sup>3</sup> The nine-year management contract held by Fraport for Cairo Airport International (CAI) was completed on January 31, 2014.

## Indicators



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

(Annual average, persons/2013 share in %)

	2012	2013	
<b>Fraport Group</b>	20,963	<b>20,947</b>	
Aviation	6,298	<b>6,194</b>	29.6%
Retail & Real Estate	629	<b>648</b>	3.1%
Ground Handling	8,924	<b>9,017</b>	43.0%
External Activities & Services	5,112	<b>5,088</b>	24.3%

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

### Revenue

(€ million/2013 share in %)

	2012 <sup>1</sup>	2013	
<b>Fraport Group</b>	2,442.0	<b>2,561.4</b>	
Aviation	823.4	<b>845.2</b>	33.0 %
Retail & Real Estate	452.9	<b>469.0</b>	18.3 %
Ground Handling	649.3	<b>656.2</b>	25.6 %

External Activities & Services	516.4	591.0	23.1 %
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<sup>1</sup> Values adjusted to take account of the retroactive first-time application of IAS 19R.

## **EBITDA**

(€ million/2013 share in %)

	2012 <sup>1</sup>	2013	
<b>Fraport Group</b>	848.7	880.2	
Aviation	201.9	205.4	23.3 %
Retail & Real Estate	335.2	350.7	39.9 %
Ground Handling	37.8	38.2	4.3 %
External Activities & Services	273.8	285.9	32.5 %

<sup>1</sup> Values adjusted to take account of the retroactive first-time application of IAS 19R.

You are here: Sustainability Management



## Sustainability Management

We believe that sustainable development is about structuring the future responsibly. In our view, sustainable development is a key factor for making the Fraport Group fit for the future and for our aspiration to leadership in the sector. Implementation of our sustainability strategy also includes further development of our [Corporate Governance](#) and compliance with binding [corporate values and commitments](#). At our [majority-owned subsidiaries](#), we also get involved in social and ecological projects in each region along the lines of a good neighbor.



The [Group Strategy Agenda 2015](#) was developed on the basis of the Group Vision adopted in 2004 and the Group Targets of Fraport AG. Sustainability is one of the five core elements used to derive the strategic challenges and the measures of the company for mastering these challenges. We present concrete targets and measures in our [Sustainability Program](#) that is updated once a year.

## Materiality Matrix



The Materiality Matrix helps us to identify opportunities and risks for Fraport and to make the most of them or avoid them as the case may be. Systematic communication with the most important internal and external stakeholders provides us with ideas for the strategic alignment of the company. We explain opportunities that we want to make use of in the sections below. We report on the significant risks in our [Annual Report](#).

We first developed a Materiality Matrix in 2010. The result comprises a Materiality Matrix with 17 areas of action. These were initially defined from all the issues that were important for Fraport on the basis of the guidelines of the Global Reporting Initiative (GRI) and in dialog with the relevant stakeholder groups for the company. The matrix reflects Fraport's broadly based understanding of sustainability which includes environmental, economic and community or social aspects.

We updated this Materiality Matrix in 2013 and at the same time reviewed and adjusted the areas of action. For purposes of drawing up the new matrix, the Executive Board and the heads of the Fraport's business units, services units, and central units were requested to assess the areas of action on the basis of their importance for the future capability of the company. Managing Directors of selected subsidiary companies – here the three biggest subsidiaries in Germany measured by number of employees (APS, FraSec and GCS) and the Managing Directors of our Group airports in Antalya, Lima, Varna and Burgas – were requested for their assessment.

In the second stage, we asked representatives of our most important stakeholders (capital market, airline companies, passengers, employees, local residents, NGOs, business partners and government) for their assessment of the relevance of the individual areas of action. The updated matrix was adopted by the Sustainability Board.



### Opportunities and risks

Global air traffic has increased significantly over recent years, with growth in passenger numbers of more than four percent each year since 2010. The forecasts are also positive. By 2030, annual growth worldwide is projected at 4.1 percent. This background will yield good business opportunities for Fraport. The expansion measures carried out at Frankfurt Airport mean that adequate capacities are available there in order to accommodate the rising volumes of passengers and airfreight to at least the same standard of quality. Apart from the large proportion of intercontinental destinations, the advantages of Frankfurt Airport in global competition between large air-traffic hubs [Glossarabegriff] are the excellent connectivity – i.e. the large number of destinations available through connecting flights – the central position of the airport in Germany and Europe, the optimum links with other methods of transport, the good process and product quality (which are also reflected in the low Minimum Connecting Time) and good punctuality rates [Glossarabegriff].

### Profitability and energy efficiency

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

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

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

### **Employees**

The high level of safety, security and quality standards, which are essential for the construction and operation of airports, have been achieved at Frankfurt Airport thanks to our highly qualified and motivated members of staff. Retaining them within the company and recruiting new employees is a challenging task for the management of human resources in the present day. This task is likely to become even greater against the background of changes entailed by the demographic change. A turnover rate of nearly zero to date and buoyant application rates for vacant positions are evidence of our appeal as an employer. In this positive situation, we retain our high social standards while at the same time driving forward further development of flexible working time models, childcare packages, and diversity management with the aim of being in a position to attract committed and well-qualified employees in the competitive employment market of the future.

### **External business**

Fraport's Frankfurt Airport home base is complemented by a diversified and highly profitable portfolio of [international investments](#). Due to the high growth rates – primarily in the Arab world and in the "BRIC" countries of Brazil, Russia, India and China – we are also engaging in business outside Frankfurt. Today, Fraport already generates one third of earnings with its external business. Apart from reliability, our business partners particularly value our expertise in the successful introduction and implementation of environmental and quality-management systems. We intend to continue expanding external activities.

## **Areas of action**



The updated Materiality Matrix includes eleven areas of action. The area of action "Retaining and creating jobs" was redesigned. It includes the aspects of "Retaining jobs", "Training and career development", and "Occupational health and safety". The former area of action "Customer satisfaction" was expanded and renamed "Product quality and customer satisfaction". "Diversity" was changed to "Diversity and equal opportunities" and "Regional engagement" is now known as "Value added and engagement in the region". The areas of action "Climate protection", "Air quality" and "Conservation of nature and resources" were combined in the areas of action "Climate and environmental protection".

### **Definitions of the areas of action**

#### **Employee development**

Safeguarding jobs within the company and promoting employees with the aim of maintaining or improving the physical and mental capacities with suitable measures in basic and career training, as well as in the areas of occupational health and safety.

#### **Appeal as an employer**

Creation of good working conditions and development opportunities for acquiring committed and well-qualified employees and fostering their loyalty.

#### **Diversity and equal opportunities**

Guaranteeing equal employment and promotion opportunities without favoring or discriminating against individuals in relation to personal attributes such as gender, ethnic origin, nationality, age, religion, beliefs, disability or sexual orientation.

#### **Value creation and engagement in the region**

Positive contribution to the economic development of the region. Non-profit engagement in the neighborhood around the airport and dialog with our stakeholders.

#### **Safety and security in air traffic**

Guaranteeing security through defense against terrorist hazards and protection of airline guests in civil aviation and ensuring operational safety on all airport sites.

**Noise abatement**

Improvement in the noise situation in neighboring residential areas and reducing the number of people affected by noise.

**Climate and environmental protection**

Monitoring and reducing the emission of climate gases (CO<sub>2</sub>) and air pollutants by operations at the airport. Conserving approach to natural resources and retention and promotion of biodiversity at the airport complex.

**Compliance/Governance**

Compliance with legislation and rules within the Group. Principles for company management and supervisory board directed toward ensuring good and responsible corporate governance.

**Value creation**

Increasing the corporate value in all areas of business, consolidating and increasing the profitability and financial equilibrium over the long term.

**Product quality and customer satisfaction**

Innovation and continuous improvement in our services, reflected in a high level of satisfaction of our customers. Securing the hub function of Frankfurt Airport and retaining the competitiveness of the Group.

**Procurement**

Planning, implementing and monitoring the necessary instruments and workflows for establishing sustainability standards at suppliers.

## **Sustainability Program**



Fraport AG sets concrete targets for strategically important sustainability aspects in its [Sustainability Program](#) and defines the measures required to attain these concrete targets. A corresponding program was developed for the first time in 2010. It is structured in the same way as the sections in the Sustainability Report – Customers, Employees, Environment, Community, Owners and Sustainability Management. The content has been reviewed and updated each year, and this has also been the case in 2013.

## **Organizational structure**



Since 1 October 2012, the issue of sustainability has been represented in the Central Unit “Corporate Development, Environment and Sustainability” (UEW). This unit combines the strategically important sustainability issues and initiates measures to develop them further. It is also responsible for environmental management, sustainability reporting and sustainability monitoring, as well as coordination of stakeholder dialogs.

At the same time, the newly established section “Compliance, Values and Risk Management” also started up work. It includes the departments “Corporate Compliance and Values Management” and Risk Management, Internal Controlling and Integrated Management System”. We provide more information on this on our [Web site](#) and in our [Annual Report](#) on page 18.

**Sustainability Board**

Apart from anchoring overall responsibility for sustainability issues in the “Corporate Development, Environment and Sustainability” central unit, the Sustainability Board provides a further central body for sustainability management. The board is headed by the Chief Executive Office of Fraport AG. Board members also include the Executive Director Labor Relations and senior managers from the relevant departments of Fraport AG. The Sustainability Board has adopted a number of measures including the Materiality Matrix and the Sustainability Program and commissions important sustainability projects. Implementation and finance of measures from the Sustainability Program are the responsibility of the specialist departments.

### **Composition of the Sustainability Board**

<b>Chair:</b> Chief Executive Officer	<b>Co-Chair:</b> Executive Director Labor Relations
<b>Business Office:</b> Sustainability	
<b>Business Units:</b>	
<ul style="list-style-type: none"><li>– Corporate Compliance, Risk and Values Management</li><li>– Controlling</li><li>– Real Estate and Facility Management</li><li>– Top Executives</li><li>– Human Resources</li><li>– Corporate development, Sustainability and Environment</li><li>– Corporate Infrastructure Management</li></ul>	<ul style="list-style-type: none"><li>– Global Investments and Management*</li><li>– Airport Security Management*</li><li>– Ground Services*</li><li>– Airside and Terminal Management, Corporate Safety and Security*</li><li>– Retail and Properties</li></ul> <p>*By invitation / on request</p>

#### Integration of Fraport's international airports

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

You are here: Dialog



## Dialog

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

Global challenges such as [climate change](#) are the main focus for some of our stakeholders [Glossar-begriff], while [aircraft noise](#) is the most important issue for many people in the surroundings of the airport. Other groups of people are engaged in issues relating to the [competitiveness](#) of the company and the region and the retention and creation of [secure and attractive jobs](#). Other stakeholders are focused on [environmental protection](#) and [future-proof mobility](#). We have to accommodate many diverse stakeholders' interests and sometimes they are irreconcilable or even contradictory. Nevertheless, we are convinced that the exchange of information contributes to mutual understanding and facilitates solutions which find a broad consensus.

**Fraport employees explain how the needs of different stakeholders are met.**

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



**Frank Cornelius**  
Internal Ombudsman

Frank Cornelius, as an Internal Ombudsman, is a contact for anyone seeking advice and for whistleblowers.

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

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



**Marion Gutfrucht**  
Neighborhood Dialog

Marion Gutfrucht primarily deals with complaints about the issue of aircraft noise, as well as providing information for anyone with an interest in noise abatement and noise from aviation.

*"We take the complaints we receive seriously. I can frequently understand that neighbors are upset, for example if their peace at night is disturbed by a plane flying overhead. We look at these and similar cases to establish whether there has been any conduct in contravention of the rules. If this is the case, we forward the*

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



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



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

Otto Geiß represents Fraport in the committees of Transparency International Germany and other non-government organizations [Glossarabegriff] issues relating to compliance.

"The new central unit was established in October 2012. Apart from the issue of compliance and values management, the unit deals with Risk Management and the Internal Control System. This constellation bundles all the elements associated with concept of risk for the Group from an overarching perspective. This ensures a uniform perspective for the Group and the targeted integration of the individual subsystems generates value added for the company.

The revised, new Code of Conduct provides the guarantor for values-based compliance. The code was published in spring 2013. It is directed towards our employees but also addresses our suppliers. The basic values formulated there and the explicit commitment to compliance with the principles of the UN Global Compact in the areas of human rights, labor standards, environmental protection and combatting corruption establish the platform for anti-corruption measures. This approach provides a clear signal within the company and in the public domain that sustainable business is the key enabler for the future-proof viability of our company.

We are therefore taking account of social changes and integrating them in our routine, daily business."

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



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



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

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

"I am convinced that security can only be guaranteed in a globally networked world if the responsible managers openly exchange information about the risks. Good communication between internationally operating companies and the security authorities about issues like business crime, human trafficking, corruption and defense against terrorism is indispensable. This is why we participate in the Global Player Initiative of the German Federal Criminal Police Office alongside 60 other German companies. This initiative has created a network between the involved companies and the Federal Criminal Office with the objective of quickly being able to exchange information relevant to security as the situation arises. For us as representatives of companies, one of the uses of this network is the ability to get information about the security situation in foreign markets where Fraport is active or would like to be operating. The exchange of information is therefore useful for travel security in our company and for prevention of incidents in areas which might be relevant for Fraport AG in future.

Furthermore, I also believe that our outstanding cooperation with the German Federal Police, the German Customs, and the Hesse State Police in day-to-day business constitutes a key element to achieve our goal, summarized in the slogan "Fraport – a safe airport".

Last but not least, the Hesse Ministry of Economics, Transport and Regional Development (HMWVL) is another key player and we cooperate with the HMWVL at virtually all levels effectively on a daily basis. The HMWVL is the technical supervisory agency for corporate safety as well as the agency



responsible for approving the Air Security Plan which provides the platform for safety at our airport.”



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



**Thomas Kirner**  
Senior Executive  
Manager Service Quality

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

*“The contact with passengers offers us the opportunity of obtaining feedback and hence bringing about improvements irrespective of the channel of communication. We have made an undertaking to provide a definitive response to every concern within a period of five days and this is our way of showing passengers that we respect their concerns. It is also our objective to achieve a high level of satisfaction when we process feedback. For this purpose, our approach follows a series of principles for efficient feedback management. As a result, passengers are able to get in touch with us easily. We respond quickly to enquiries, we keep to our commitments and we show goodwill in cases of doubt. Internally, we use the complaints to analyze and eliminate potential weaknesses in our services. No least as a result of this concept, we have been able to significantly raise passenger satisfaction at Frankfurt Airport during recent years.”*



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



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

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

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



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



**Ute Pohl**  
Vice President for Airport  
Retailing

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

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

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



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



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

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

*"As an airport operating in the international arena, Fraport is in the public eye. A great deal of attention is understandably directed toward the issue of aircraft noise, but our services in other areas are also scrutinized. The ratings and assessments for the major sustainability indexes like Dow Jones Sustainability Index or FTSE4Good and the requirements defined by the multi-stake forums Global Reporting Initiative (GRI) and the International Integrated Reporting Council (IIRC) are good indicators for the challenges which Fraport currently faces and will be confronted with in the future as an employer and as part of the air transport industry. In the course of discussion with non-government organizations [Glossarbegriff], associations and representatives of other companies, as well as Fraport's internal departments, I review the issues I believe we should address and make appropriate proposals, for example in our [Sustainability Board](#). We define many of the issues emerging as significant for Fraport in the Sustainability Program that is updated every year.*

*One example: Fraport runs many buildings, systems and equipment. Exchange of information with stakeholders, including airport operators in other countries, has taught us that we will only be able to reduce our energy consumption efficiently and cost-effectively if we first take measurements – and do not simply draw up a balance sheet retrospectively. We have been following the principle of "What gets*

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



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

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

*"We organize the User Committee twice a year and the representatives of all airlines are invited to the Frankfurt site. We report in this committee on the latest status and the further development of infrastructure used by ground handling services at Frankfurt Airport, such as the baggage conveyor system.*

*The airlines have high standards for the availability, dependability, and efficiency of infrastructural facilities. We take on board requests, questions and ideas expressed by the airlines and implement them wherever possible. A working group meets on a monthly basis and takes a detailed and in-depth look at individual issues with the aim of creating maximum transparency for the airlines. The airlines value the close cooperation with Fraport in an atmosphere of trust. In this way, we generate acceptance among our airline customers so that we can meet the requirements for infrastructure operation."*



### **How does Fraport support sport in the region?**

measured gets managed” by introducing an accounting-based system of CO2 controlling. This will help us to identify potential for making energy savings and achieve the **CO2 reduction target**.”



**Dominic Wohlleben**  
Corporate  
Communications

Dominic Wohlleben works in Corporate Communications. He is responsible for promotion of amateur sport and the contact for regional associations.

*“We see ourselves as “good neighbors” in the Frankfurt/Rhine-Main region and we follow our motto “Active for the Region”. This is also the case with sponsoring in professional and grass-roots sport.*

*From 2001 to the 2011/2012 season, we were sponsoring Bundesliga team Eintracht Frankfurt as Title Sponsor, since the 2012/2013 season we have been a Premium Partner. In addition, we have been helping Eintracht with training juniors by financing the facilities for the Kids Camps at the soccer school. Since 2011, we have been Title Sponsor for the FRAPORT SKYLINERS, Frankfurt’s Basketball Bundesliga team. We also promote the campaign “Basketball at School”. This provides children aged from six to twelve a playful introduction to movement, team skills, fair play and nutrition. Meanwhile, there are now 125 school clubs where around 3,000 children from class one to class six attend weekly training sessions.*

*In grass-roots sport, Fraport also promotes regional clubs through payments for banner advertising at tournaments, placing advertisements in club magazines, or for printing our logo on flyers or posters. Clubs organizing team sports can apply for team shirt sponsorship. Our badge will then be printed alongside the club name and the player numbers on the sports clothing. The team chooses the design of the clothing and Fraport pays for the costs. The clubs select which type of sponsoring suits their particular circumstances. Our support is limited in each case to one year and clubs then have to apply again. This system enables us to sponsor as many applications as possible.*

*In 2013, we also provided support for 930 registered amateur clubs, for example in the sports tennis, football, swimming, badminton, and volley ball.”*



You are here: Dialog > Our Stakeholders



## Our Stakeholders

Our stakeholder dialog activities are derived from the most relevant areas of action for the company defined in the [Materiality Matrix](#). Fraport targets these activities on all the stakeholder groups that are material for the company. They include passengers and visitors to the airport, business partners, potential investors and owners, the community, politicians and government agencies. Special emphasis is placed on the neighbors of our locations who are impacted by aircraft noise, and on the employees working at Frankfurt Airport as Germany's biggest workplace. More than 78,000 people work at Frankfurt Airport and Fraport bears responsibility for them and specifically for its own employees\*. The Fraport Group also maintains intensive contacts with its main customers, the airlines, so that it can exchange information regularly on a broad range of issues and agree operational measures. A comprehensive overview of the existing contacts and forms of our stakeholder forums is provided in the table ["Stakeholder-Engagement"](#).

\* Status 2012. The figures for 2013 were not available when the report went to press.

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

### Passengers



In 2013, an average of some 159,000 passengers each day used the infrastructure of Frankfurt Airport. They exert a major influence on the corporate success of Fraport by their decision to book a flight from, to or through Frankfurt. The satisfaction of passengers is a top priority for us. That is why we launched our service program ["Great to have you here!"](#), to set up joint advisory councils, carry out regular surveys, and operate systematic [feedback management for passengers](#).

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

### Airport visitors



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

### Airlines



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

minimum, and good passenger and freight services for the satisfaction of their customers.

#### Sample dialogs:

- [Airport charges](#)
- [Infrastructure operation of the ground handling services](#)

More on this in the section [Product quality](#) and [customer satisfaction](#).

## Business partners



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

Our CargoCity allows us to offer our [airfreight customers](#) an infrastructure which gives them a close link to the airport, short pathways and central processing for all security measures. They derive particular benefit from the [intermodal network](#) of Frankfurt Airport.

## Owners and investors



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

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

## Community



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

#### Sample dialogs:

- [Sport sponsorship](#)
- [People affected by aircraft noise](#)

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

## Employees



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

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

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

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

## Politics, government agencies, associations and organizations



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

### Sample dialogs:

- **Associations**

Through the Federal Association of the German Air Transport Industry (BDL) [Glossarabegriff] the German air transport industry can express its concerns with one voice. Airlines, airport operators – including Fraport – and air traffic control are represented in the BDL. They develop common positions and represent these through the BDL in the public domain. Fraport has been participating proactively in the “[Four Liters](#)” Campaign launched by the BDL in 2013. This provides information on the actual fuel consumption in air travel with the intention of dispelling common myths.

Fraport also pursues its interests through membership of other sector organizations, for example the [Germany Airports Associations \(ADV\)](#). Fraport also works together with the Airports Council International (ACI) Europe [Glossarabegriff] and in [ACI World](#) and engages with numerous institutions, projects and initiatives at regional level.

- **Organizations and initiatives**

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

You are here: Employees



## Employees

Fraport is one of the biggest employers in the Frankfurt/Rhine-Main region with a total of 20,744 employees at Frankfurt Airport. The Fraport Group has 21,986 employees worldwide. For reasons of materiality, reporting in this section mainly relates to developments in Frankfurt. However, our responsibility for securing permanent jobs and positive career development opportunities naturally extends to employees working at our sites outside Frankfurt. You will find more information on Fraport's other major airports [here](#).

As a company operating on the global stage, we are committed to the principles and standards of conduct enshrined in the UN Global Compact, the ILO core labor standards and the OECD guidelines [Glossarabegriff] for multinational companies.

Today, the average age of the employees working at the Fraport Group is already 42 years. The average age in the Fraport parent group is as much as 44 years – and these figures are trending upward. The reason underlying these statistics is the low level of turnover in the company, the increase in the deduction-free retirement age, and the demographic change, which is leading to a significant increase in the proportion of older people in the population. At the same time, the shortage of skilled workers is increasing so that the recruitment of qualified personnel is becoming more demanding. In order to remain future-proof in the face of increasing cost and competitive pressures in the air transportation sector and to safeguard jobs over the long term, we are concentrating our activities in personnel management on three areas of action:

- **Employee development:** We want to safeguard jobs in the company and support our employees with measures in basic and advanced training, and in the areas of occupational safety [Glossarabegriff] and health care management in order to maintain or indeed improve their physical and mental work ability.
- **Appeal as an employer:** We provide our employees with good working conditions and career development perspectives in order to attract committed and qualified personnel and foster their loyalty to Fraport. The incentives we offer include, for example, appropriate remuneration and a positive culture of co-determination. The diverse needs of our employees are reflected in the organization of their individual working conditions as far as possible, while taking into account operational requirements. This also includes a broadly-based package of benefits which contributes to getting the work-life balance right.
- **Diversity and equal opportunities:** Our Diversity Management Program is directed toward the ability to respond flexibly to framework conditions that are changing at an increasingly rapid pace. An advantage is provided here through the specialist, social and cultural heterogeneity among our employees. We guarantee the same employment and promotion opportunities for everyone and promote the establishment of mixed teams based on diversity, for example by targeted promotion of female managers and employees with a background of migration.

	2012	2013	Shares for 2013 in %
Fraport Group (total)*	20,963	20,947	
in Germany*	18,939	19,009	90.7 %
outside Germany*	2,024	1,938	9.3 %
Fraport parent company*	11,302	10,992	52.5 %
Subsidiaries, affiliated companies*	9,661	9,955	47.5 %
Employees on the reference date **	22,276	21,986	

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

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

### ***Fraport Group: employee structure***

	2012	2013	Shares for 2013 in %
Fraport Group*	22,276	21,986	
of which men	17,070	16,896	76.8%
of which women	5,206	5,090	23.2%
Average age of employees (in years)	41.2	41.8	
Fraport parent company*	12,134	11,985	
of which in part-time employment (in %)	14.2	13.7	

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

You are here: Employees > Employee Development



## Employee Development

In view of the changing age structure within the Group today it is more important than ever to foster the motivation, health and work ability of our employees over the long term. We adapt the processes in personnel management to this goal. The overarching aim is to match requirements with the personal, specialist, social and methodological areas of expertise of employees, as well as their individual health profiles. This will enable us to retain the high quality of our services and safeguard attractive jobs over the long term.

We provide our employees with a comprehensive range of basic and advanced training options. Our preventive health care and occupational safety management [Glossarabegriff] enables us to support the preservation of good health and the working capacity of our employees and prevent work-related health hazards.

### Basic and advanced training

Fraport Group	2012	2013
Apprentices	381	359
Advanced training (in days per employee)*	5.7	3.8

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

### Sickness rate and accidents

Fraport Group	2012	2013
Sickness rate (in %)	6.5	6.3
due to illness	6.4	6.1
due to accident at work*	0.1	0.2
Accidents at work*	666	598
per 1,000 employees**	30.0	26.8
with fatal consequences	0	0
Days of absence**	10,152	9,356

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

\*\* reportable

\*

## Maintenance of the integrated business model and workplace security



Fraport's Ground Services are operating under considerable competitive pressure. The wage level of comparable providers is significantly below the collective payroll wages which are paid by Fraport, while at the same time deregulation of ground handling services is being discussed across the EU. Fraport ranks among the world's major airports with provision of the most effective services in ground handling. The processes involved in baggage and airfreight handling, fuelling and cleaning aircraft, and passenger handling need to be completely integrated. We believe that the best way for us to maintain this high quality of services is within the framework of an integrated business model within which we supply all services from a single source. We have therefore joined forces with the Works Council and unions, the workforce itself and the Hesse State Government in a concerted and multifaceted commitment to retain this business model. This initiative has included many Fraport employees participating at demonstrations in Strasbourg and Brussels in 2012. The President of the European Parliament came to visit Fraport in 2013 and addressed a staff meeting where he promised to provide support for our approach.

The multifaceted engagement posted a partial success. While in April 2013 the EU decided that airports handling more than 15 million passengers and/or 200,000 tonnes of airfreight per year must allow a third provider, the transition period was extended to six years instead of the 18 months initially envisaged. Furthermore, the initial compulsory legal separation between airport operator and ground handling services provider was rejected by the Parliament so that Fraport can now retain the integrated business model. The "Future Contract 2018" can therefore continue to be retained. Under this contract, all employees of Fraport AG had accepted restrictions for benefits above the collective payscale. In return, operational-related redundancies were excluded until the end of 2018.

The "Company Agreement for Immediate and Preventive Measures in Crisis Events with Business Interruption" concluded in 2007 by the executive management and the Works Council was also intended to retain jobs. The measures included in this agreement allow Fraport to adjust the deployment of personnel flexibly to meet reduced demand in response to a crisis event and this helps to safeguard jobs. The agreed measures include the reduction of overtime hours and other time credits, duty roster adjustments in the areas dependent on traffic, and reduction in the engagement of external employees. Examples of crisis events include terrorist attacks or the risk of diseases spreading with the potential for causing an epidemic.

## Occupational safety



Fraport guarantees high occupational safety standards. Comprehensive measures are required for a variety of operations including the handling of hazardous substances, tasks in ground handling, traffic at the airport site and on the apron, and construction activities. The objective is to steadily reduce the number of occupational accidents and the resulting accident-related days of absence. We record the progress we have made in an annual [Group Occupational Health and Safety Report](#). The Executive Board, the Group Works Council and the Works Council of Fraport AG promote preventive strategies in occupational health and safety with the mutually agreed objective of avoiding disadvantages for employees and reducing costs. They worked together to draw up a Declaration of Principles of Occupation Health and Safety, anchored this in the Group Guidelines, and agreed concrete job safety targets for the Group.

We cooperate closely with our subsidiary companies to consistently implement the relevant provisions of statutory legislation relating to safety requirements. We also involve external service providers and temporary staff in our occupational safety measures at the airport. Areas where this has an impact include carrying out our construction projects in cooperation with external service providers. In 2013, the number of occupational accidents on construction sites at Frankfurt Airport fell by more than 30 percent compared with the previous year to the current level of 15 ([see diagram entitled Number of accidents involving external employees at the Fraport site](#)).

We continually develop our safety concepts on the platform of a systematic assessment of possible hazards. Alongside technical workplace security, the conduct of employees and their independent responsibility play an important role in this process. Fraport therefore carries out regular safety training sessions. The events to assist managers in eliminating mental stress in employees provided one such example from the year 2013. The Annual Meeting for Safety Officers in 2013 focused on the issue of back health. This year, we are offering employees working on the apron an opportunity to take part in a driver safety training course targeted toward specific accident risks.

## Health promotion



The most important function of health care management is to be proactive in preserving health. Burgeoning requirements for efficiency and flexibility combined with physically demanding activities in the operating areas entail negative impacts that need to be countered at an early stage. The increasing age of employees presents an additional challenge. We want to stabilize the attendance rate over the medium term and increase it over the long term by

providing our employees with information about health-promotion measures and conduct, and giving workplaces and processes a positive structure. We have defined this target in our sustainability program. In 2013, the attendance rate was 93.7 percent which represented a year-on-year increase of 0.2 percent.

The prevention package offered by Fraport ranges from regular health examinations, through flu injections free of charge, to tailor-made packages for risk groups, such as the campaign "No-smoking Express". In September 2013, we launched the FRApentice Fit Program (FRAzubi-Fitprogramm) in order to promote the health expertise of our apprentices right from the start. This program includes practical packages on the issues of nutrition, mobility and dealing with stress. We cooperate with major companies in the fitness sector to offer all employees the opportunity to train at preferential rates near their own home. In 2013, around 500 employees took up this offer. Fraport also operates its own fitness center at Frankfurt Airport as well as a mobile training studio known as the [Fitness Mobile](#). We also set up an Intranet portal in 2013 with comprehensive information on health and other services. One of the features allows our employees to arrange joint training sessions together. The health portal can also be accessed from home.

#### **Targeted analysis of negative impacts**

Fraport carries out targeted analysis of the activities associated with negative impacts in order to be in a position to develop tailor-made prevention packages for employees associated with specific occupational risks. In 2013, we ran a pilot project which measured the vibrations that impact on drivers of specific ground handling vehicles. The measurements revealed that exposure limits might be exceeded in some vehicles if the employee adopts an incorrect sitting posture. Supervisors were informed about this and were given instructions to carry out regular checks on the operation of the seats and give employees comprehensive information.

Impact logs for recording exposure to noise and job-related carrying, pulling and pushing of loads, for example in baggage conveyance, will be introduced. We launched another study in 2012 which investigated the mental stress factors employees are exposed to in [passenger screening](#). The objective here is also to derive specific prevention measures.

During the period under review, 879 employees from different departments also participated voluntarily in a health workshop or circle, in order to work together and identify factors that would help to reduce the sickness rate and frequency of accidents.

## ***Training and career development***



Our comprehensive range of basic and advanced training packages ensures that our employees can continuously develop their personal, specialist, social and methodological skills. In 2013, we integrated seminars in our training program which were primarily intended for older employees working in technical and operational fields of activity. They encompassed content such as retention of work ability and career perspectives within the company. In 2013, we geared existing packages for managers more intensively to specific requirements, such as getting the work-life balance right. We also give our managers specific training on working with teams of mixed age groups.

Good advanced training packages are also attractive for high-flying management recruits and thus contribute to successfully establishing a good position in the competition to recruit specialist employees.

#### **Basic training and career-integrated study programs**

Fraport runs apprenticeship programs in 19 commercial and technical vocations, such as information technology, mechatronics and building cleaning. We also run eight twin-track degree programs, including industrial engineering and air-traffic management. Internships abroad – integrated within the individual training vocations – provide the essential experiences and skills necessary for a Group operating in the international area.

On 31 December 2013, Fraport employed a total of 359 apprentices and students studying on a twin-track degree course with a budget amounting to around eight million euros. Across the Group, we concluded a total of 108 new apprenticeship contracts in this year. Our "[Future Contract 2018](#)" defined the target of providing 110 new apprenticeship places each year. Although we engaged in an intensive search for suitable applicants, we were unable to achieve our target. Our apprentices routinely rank among the candidates obtaining the best grades in the examinations held by the Chamber of Industry and Commerce (IHK) in Frankfurt. The proportion of drop-outs failing to complete courses is exceptionally low at less than three percent. We have defined a target in our Sustainability Program to take on at least 70 percent of the candidates in a permanent job after they have completed their two-year training program.

We offer apprentices who have completed their vocational training and have an entrance qualification for a university the opportunity to combine their employment in the Group with a career-integrated degree course at one of our partner universities. Fraport pays for a proportion of the fees and also gives staff studying for a degree time off work to attend lectures. Staff studying for a degree can also apply for additional days off work to take examinations under the educational leave program run by the company.

### **Trainee program**

Our trainee program offers university graduates from a variety of different disciplines a systematic, interdisciplinary induction and integration into the company. The program prepares trainees for taking on responsible roles. In October 2013, three women and eight men started the twelve-month trainee program. They find out about a wide range of activities and functions in the Group. A three-month stint working abroad and shadowing a Member of the Executive Board for several days form part of the program. After completing the program, the trainees move to a target position that was identified at the beginning of the process. In 2011, our trainee program was granted an award as a fair and career-enhancing program by Absolventa GmbH.

### **Career development and mentoring**

We offer our employees a broad spectrum of [advanced training opportunities](#) at two training facilities, the Fraport-Academy and the Fraport-College. Training options range from long-term courses for achieving specialist qualifications to the integrated management development program. In 2013, the Fraport Academy program offered 77 courses and the Fraport College program offered 1,186 courses. The advanced training packages enjoyed a very good take-up with our employees. 691 attendees completed Academy training courses in 2013 and 11,793 participants took part in College seminars.

The advanced-training rate across the Group for 2013 was 3.8 days per employee. This represents a drop of around two days compared with 2012. Alongside the packages for training special skills, each employee is also issued with a Q-Card which provides everyone with an individual budget of 600 euros per person each year. This gives them access to a diverse range of seminars for improving their personal qualification profile. The promotion of women in management positions formed a key focus of our activities in 2013. The Fraport College offered a series of seminars on development strategies for women and 153 female managers and trainees took up the opportunity to participate. The mentoring program for female undergraduate students, graduates and doctoral students from science and engineering disciplines was continued in 2013. A total of seven Fraport female mentors were able to pass on the knowledge they had accumulated in this forum in 2013. Additionally, the Cross-Company Mentoring Program has been running since 1998 and this program fosters knowledge transfer across the companies. 16 Fraport mentees and mentors took part in the 15th cycle of this program. Fraport also cooperates with Berami, a career-integration association which offers a mentoring program for female employees from Fraport with a migration background. Employees from Fraport provide support as mentors for the career development of the women participating in the program.

### **Promotion of international knowledge exchange**

Fraport welcomes many millions of international guests to Fraport Airport and its Group airports worldwide. An international profile is therefore an important element in the development of our management team. Each year specialists are sent abroad for short-term and long-term secondments. Before they are seconded, they are thoroughly prepared for their stay abroad. The managers sent abroad for an extended period of time receive individual support on their return and they are reintegrated in Frankfurt. Support for individuals is not the only important issue. Knowledge exchange between our affiliated companies and the parent company in Frankfurt is also a key factor. Several times a year, managers from the all Fraport locations are welcomed to programs in Frankfurt which give managers in specialist areas the opportunity to engage with other managers on a personal and professional level and involve a comprehensive exchange of knowledge.

## **Best Practice example**



### **Fitness Mobile**

Since autumn 2013, Fraport has been deploying a mobile training center on the apron – known as the Fitness Mobile. An analysis of sickness rates revealed that employees working in baggage handling tended to report more musculo-skeletal disorders during the main travel period in late summer. Since these medical conditions can be effectively prevented by muscle conditioning, we looked for a training option which is also accessible to staff working on the apron. A mobile fitness center installed in a converted mobile home now allows Fraport to offer employees this facility in close proximity to their workplace. They are able to selectively strengthen core muscles on their torso during their working time. If the response to this initiative is good, Fraport will expand the program and this vehicle will be replaced by a bigger model in early 2014.

## **Indicators**



### **Apprentices**

Fraport Group

2012

2013

Apprentices	381	359
<b>Fraport parent company</b>	<b>2012</b>	<b>2013</b>
Apprentices	374	352
Men	257	239
Women	117	113

\*

### ***Sickness rate and occupational diseases***

<b>Fraport Group</b>	<b>2012</b>	<b>2013</b>
Attendance rate (in %)	93.5	93.7
Sickness rate (in %)	6.5	6.3
due to illness	6.4	6.2
due to accident at work*	0.1	0.2
Occupational diseases (number)	3	0
<b>Fraport parent company</b>	<b>2012</b>	<b>2013</b>
Attendance rate (in %)	93.5	93.2
Sickness rate (in %)	6.5	6.8
due to illness	6.3	6.6
due to accident at work*	0.2	0.2
Occupational diseases (number)	3	0

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

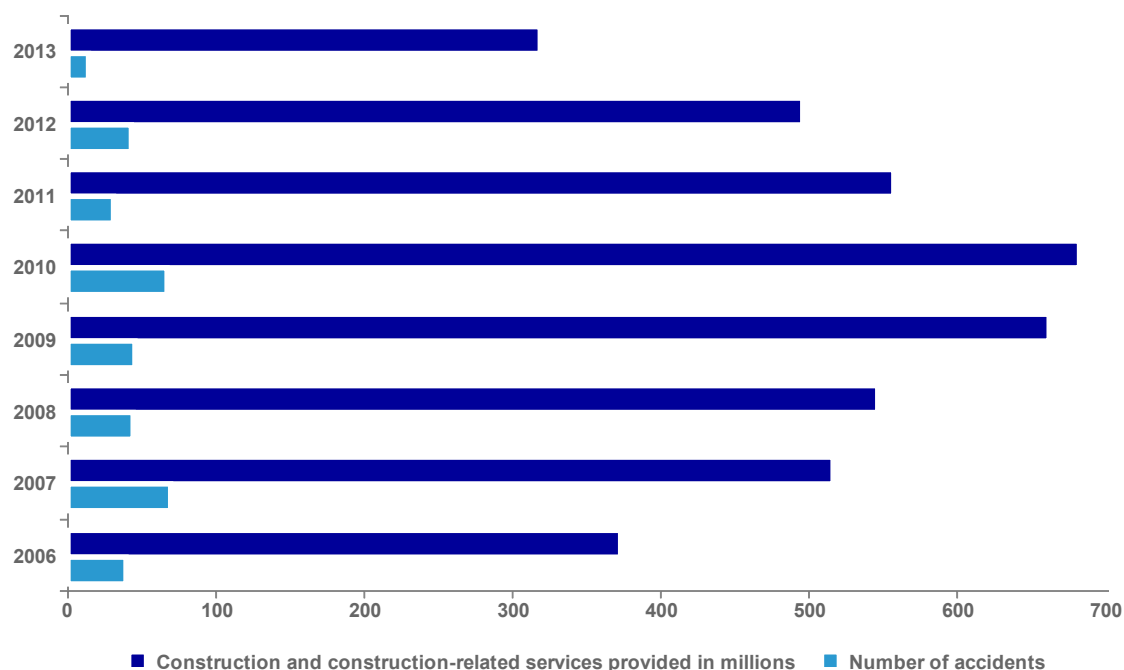
### ***Accidents at work***

<b>Fraport Group</b>	<b>2012</b>	<b>2013</b>
Accidents*	1,445	1,346
per 1,000 employees**	30.0	26.8
with fatal consequences	0	0
reportable	666	598
Days of absence**	10,152	9,356
<b>Fraport parent company</b>	<b>2012</b>	<b>2013</b>
Accidents*	745	663
per 1,000 employees**	26.6	22.2
with fatal consequences	0	0
reportable	325	268
Days of absence**	5,788	5,425

\* minor injuries (level of first-aid measures)

\*\* reportable

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



Filter ☒ 2013 ☒ 2012 ☒ 2011 ☒ 2010 ☒ 2009 ☒ 2008 ☒ 2007 ☒ 2006

### Note:

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

## Status of target attainment

Target	Duration	Measure	Status
Continuous reduction in accident events (total number of accidents) and days of absence due to accidents	2015	Improvement in the organization of company job safety	<ul style="list-style-type: none"> <li>Review of company-wide hazard assessments</li> <li>Implementation of interface control</li> <li>Completion of the missing hazard assessments "Function and Activity" and "Work Resources"</li> <li>Continuation in 2014</li> </ul>
		Reduction of work-related health hazards and musculoskeletal disorder	<ul style="list-style-type: none"> <li>Determination of physical loads with the assistance of an exposure log</li> <li>Derivation of measures</li> </ul>
		Redesign of the training concept for the issue of occupational safety for managers and	<ul style="list-style-type: none"> <li>Refresher training courses were launched in 2013 to complement the existing package of</li> </ul>

		employees in administrative areas	<p>training measures. Expansion is planned for 2014.</p> <ul style="list-style-type: none"> <li>• Development of an e-learning module for employees in administrative areas. Introduction is planned for 2014.</li> </ul>
Medium-term stabilization and long-term increase in attendance rate	2015/ 2020	Development and implementation of measures relating to work organization and health promotion designed to prevent work-related mental illnesses	<ul style="list-style-type: none"> <li>• Recording of psychological stresses at Ground Services (BVD) and security checks</li> <li>• Derivation and implementation of measures continued in 2013 and 2014</li> </ul>
		Improvement in gradual reintegration and in particular of employees with long-term illnesses	Projects being worked out, implementation from 2014
		Implementation of health workshops, health circles and information events	Stresses and their causes were identified in different areas in 2012 and 2013, and proposals for improvement were drawn up and implemented. Continuation in 2014
		Implementation of "Overall concept of company fitness"	<ul style="list-style-type: none"> <li>• Expansion of the fitness package at the airport site by a mobile fitness studio with special training facilities for the core trunk and back muscles for employees working in the apron area.</li> <li>• 2013 introduction of an allowance for fitness training near home, continuation in 2014</li> </ul>
Guarantee of at least 110 apprenticeship training places annually	2018	Differentiation of apprenticeship training package for all types of school-leaver with guarantee of one year's work after completions	<p>2013: 108 places taken up</p> <p>2014: at least 110 places are being offered</p>
Integration of young people with special learning needs, target is accepting 75% of the participants for training	2015	Continuation of the vocational preparation program "Ready for Take-off". Expansion to other vocations in cooperation with two subsidiary companies	<ul style="list-style-type: none"> <li>• Continuation in November 2013 with additional 12 places</li> <li>• Expansion to up to 17 places in spring 2014</li> </ul>

Needs-oriented vocational training with retention rate in employment of 70 % in the second year after completion of the training	2018	Shortfall in apprentices for technical vocations is countered by promoting the loyalty of employees who have completed their training with good grades	Resolution on advanced-training concept, negotiations on implementation commenced
Promotion of skilled staff and managers in the Group with internal recruitment to provide staff replacements in levels 1 – 4 of 75 %	2013	Further development of strategic succession planning	Adopted in 2012, annual implementation
		Development and establishment of the concepts of "specialist careers"	Gradual implementation in the Fraport parent company planned for 2014

You are here: Employees > Appeal as an Employer



## Appeal as an Employer

We aim to attract committed and qualified personnel to Fraport by offering good working conditions and opportunities for development. The aim is to create a sense of loyalty to the company. If we are to achieve this, it is necessary to adjust to changes in the job market and adopt a more diverse approach to life plans.

Over the coming years, the proportion of older people in the population will increase significantly in most industrialized as well as in some emerging economies. As a result of this demographic change, it is likely that companies will experience increasing difficulties in recruiting suitably qualified personnel, at least in certain regions and for specific vocations. The project "Act today – Fraport 2015" forms the platform for our human resource strategy as a response to this challenge. In addition to focusing personnel development and the organization of work more intensively on life cycle, we are also proactively strengthening our employer brand both within the company and in the public domain. We also offer our employees support for improving the work-life balance in different life phases.

This approach has paid off in the past. The performance of Fraport as an employer is demonstrated in the long staff service records and low employee turnover rate. More than half of the workforce has been working with the company for longer than 15 years.

Fraport has received several [awards](#) for the company's qualities as an employer.

### Employee turnover

Fraport Group	2012	2013
Employees leaving the company*	2,187	2,215
Appointments*	3,042	2,178
Turnover by age		
Age group to 30 years*	820	821
Age group 31 – 50 years*	1,095	1,058
Age group above 50 years*	272	336

\* Number of permanent staff on leave on 31 December

### Employee satisfaction



Our aim is to continuously improve the satisfaction of our employees. The annual employee survey entitled "Group Barometer" provides us with indications about where we need to improve in this area. In 2012, we suspended the survey

to enable us to concentrate on implementing the measures identified in the previous survey. In spite of all our efforts, we were unable to achieve the target value of better than 3.0 by the time the next survey was carried out in 2013 (the index value is based on a grade system from best score of 1 to worst score of 6). Overall satisfaction fell compared with the comparator period of 2011 from 2.76 to 3.02.

The environment forming the backdrop for the staff survey was beset by uncertainties relating to the development of traffic at Frankfurt and adjustments of internal processes to enhance efficiency. We believe that the decline in the index value is primarily due to these unfavorable framework conditions. The negative trend was also strengthened by a statistical effect: two additional affiliated companies took part in the survey in 2013 compared with 2011. Employee satisfaction is rated comparatively low there. If these companies were not included, the index value would be 2.92.

## Getting the work-life balance right



More than half of the members of staff at Fraport are aged between 40 and 54 years old. They are therefore in a phase of life which is frequently akin to a sandwich situation. While their children are still living at home and therefore need to be looked after, their own parents are getting to an age where they increasingly need support. It is particularly difficult to get the balance right between work and family in this phase of life.

We offer our staff members support here. This ranges from flexible work time models, through help in structuring parental leave and family services, to counseling on issues like home care. Our family-friendly approach has been awarded the “[berufundfamilie](#)” (career and family) certificate by the Hertie Foundation several times. We were successfully audited in 2013.

### Family-friendly work time models and flexible child care

In 2013, Fraport made working times more flexible within the operational framework. 210 employees were spending some of their time working from home in 2013 (2012: 178). We also support our employees in organizing their child care. Fraport has a quota of nursery and childcare places in the region for the children of employees. Our cooperation with the “Fluggi Land” childcare facility also allows us to provide our employees with flexible, low-cost and popular childcare as the need arises. The “Fluggi Land” childcare facility is open from 6 am to 10 pm on 365 days a year.

### Counseling on career and family

Our employees can go to our counseling offices and obtain individual advice on a range of everyday issues, such as getting the work-life balance right or financial issues. We also support them in looking for an apartment and we work together with outside service providers, such as [pme Familienservice GmbH](#) and [SOS Alltag e.V.](#). Since 2013, Fraport has also offered employees fulfilling a paternal role the opportunity to get networked on the Intranet. In November, we issued an invitation to an expert discussion on the issue of men and family.

## Working conditions and co-determination



A top priority for Fraport AG in company co-determination is to foster a lively dialog with employees. The local Works Council and the Group Works Council are important bodies for this communication. The latter represents around 20,000 employees in the German subsidiaries and affiliated companies on matters which relate to the Group or several Group companies.

Fraport is committed to the ethical principles for dealing with employees and has enshrined these principles in its [Code of Conduct for Employees](#). Company managers and employee representatives are cooperating to implement the values and principles defined in the Code of Conduct. There are also a large number of (Group) company agreements which define employee rights and rules for fair cooperation and interaction.

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

Around 93 percent of all employees in the Fraport Group are employed and paid on payscales defined under collective agreements. The other seven percent are partly staff members from smaller Group companies who are not employed under a collective agreement. Most of these staff members, however, are non-payscale employees or executive employees.

In March 2012, the collective bargaining partners for the employees covered by the public service workers collective agreement (TVöD) agreed a staged increase in monthly pay of 1.4 percent from January 2013 and again from August 2013. The collective agreement also defines a performance-related payment to supplement the basic salary.

In order to provide further performance incentives, the Fraport parent company makes available a further operational budget of 2.72 million euros each year in addition to the 5.94 million euros of performance-related payments agreed under the collective payscale. In 2013, a total of 8.66 million euros were paid out as performance-related incentives to

employees covered by the collective agreement for public service workers (TVöD) for the previous year 2012.

There is also a performance-related remuneration system for non-payscale employees. It is related to a percentage of the annual salary and depending on the pay group may amount to up to 20 percent of a person's annual salary. In 2013, we also introduced trust-based flexitime for this group of people.

#### **Pension plan**

Allayscale and non-payscale employees working for the Fraport parent company are entitled to a supplementary company pension plan. They are therefore insured with the supplementary pension scheme ZVK Wiesbaden from the time they start working for the company. The employer is responsible for financing most of this insurance. Furthermore, employees can top up their company pension plan by making contributions through salary conversion.

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

Fluctuations in traffic volume during the day and over the course of the year mean that we need to have flexibility built into the human-resources pool we deploy in our businesses. Fraport leases temporary workers in cooperation with its subsidiary company Airport Personal Service GmbH (APS) to create this flexibility. Half of the leased employees have an unlimited contract of employment, new contracts are initially limited to a term of two years. A top priority for the subsidiary company is to employ the personnel recruited on a permanent basis and it cooperates with the Fraport parent company to invest in their career development. In 2013, 464 employees working there were employed at APS on a permanent basis.

#### **Above-payscale supplementary benefits**

Alongside remuneration, we also provide employees with a range of supplementary benefits. Employees of the parent company have the opportunity to participate directly in the profit generated by the company through a [company share scheme](#). In 2013, 61.5 percent of the employees in the parent company entitled to participate opted to take part in the share model offered. The percentage was slightly lower in the previous year at 59.7 percent.

Other non-cash supplementary benefits, like the Job Ticket for travel free of charge on suburban public transport, a parking space provided near to the workplace at no cost, and a performance-related additional payment in the form of a Cafeteria System [Glossarbegriff] are available to all [permanent staff](#) of Fraport AG.

## ***Personnel marketing and retention management***



Attracting qualified employees and retaining their loyalty to the company over the long term is an important function for personnel management at Fraport. In 2013, we restructured our personnel service packages in order to further adjust the services to the needs of employees – also against the background of an increasing requirement for specialist staff. A dedicated section was created for Personnel Marketing and Retention Management with the aim of generating loyalty among suitable employees. The overall objective is to develop our appeal as an employer here.

In 2013, Fraport launched an Employer Branding Campaign for the entire Group. The intention is for the subsidiaries Fraport Security Services GmbH (FraSec) and Airport Personal Services GmbH (APS) to also benefit indirectly from this program. It is to our advantage that the working conditions at FraSec and APS are above-average in a sector comparison. FraSec is also cooperating with the apprentice training center Berufsförderungswerk Frankfurt to ensure it can cover its personnel requirement. In 2013, the Group subsidiary companies supplemented the cooperation already launched by Fraport in 2012 with the project [“New Start with Security”](#) for providing people subject to health disabilities with qualifications for the security sector.

## ***Ideas and innovation management***



Fraport has been putting the practical experience and creativity of its workforce to good uses for the past 40 years in an ideas management scheme. Since 2012, the ideas management scheme has encompassed all the subsidiary companies based at the Frankfurt location and has therefore harnessed the innovative potential of around 21,000 people. During the course of 2013, our members of staff handed in 1,125 ideas and we paid bonuses amounting to a total of 74,773 euros. We implemented around 0.36 percent of the proposals and this enabled us to achieve savings amounting to 234,711 euros. Both indicators have fallen compared with 2012.

#### **IFRANK Innovation Prize**

In March 2013, we awarded the Fraport Innovation Prize worth 20,000 euros for the first time. Around 320 proposals were received during the submission phase. The winner of the competition was the developer of a concept for a voice recognition tool to answer passengers' questions. The second prize was divided between two concepts (submitted independently of each other) for check-in from a passenger's car.

**Ambassador for “success factor family”**

In October 2012, Fraport Executive Director Labor Relations Michael Müller was appointed as an ambassador for the corporate program “Success factor family”. This is associated with the mission to promote a more family-friendly approach in the region and to drive this issue forward together with other companies and state government agencies. In November 2013, Michael Müller in this function signed the Charter of Care in Hesse, together with the Hesse Minister of Social Affairs, the heads of the Hesse Employers' Association and the German Trade Union Federation, as well as the CEOs of selected companies. In view of the rising number of older people in our society, the first signatories reaffirmed their objective of providing support for members of staff who were committed to caring for their nearest and dearest.

**Indicators****Number of employees with collective wage agreements**

\*

Fraport Group (Shares in %)	2012*	2013
Employees with collective wage agreements	93	93
<b>Fraport parent company</b>		
Employees with collective wage agreements**	97	97

Value adjusted

\*\* A further three percent are non-payscale employees or executive employees under the Works Constitution Act)

**Status of target attainment**

Target	Duration	Measure	Status
Increase in employee satisfaction measured by the Group Barometer from 3.06 to better than 3.0 (grade system from 1 (best) to 6 (worst))*	2014		Employee satisfaction in Group: 3.02
			Employee satisfaction in parent company: 3.12
			You can find further information in the section <a href="#">“Appeal as an Employer”</a> .
		Gradual expansion of performance-based salary components	<ul style="list-style-type: none"> <li>5.94 million euros were paid out toayscale staff in 2013 (approx. 12.7% more than in the previous year).</li> <li>Non-payscale staff received performance-based bonuses totaling 2.9 million euros (the same amount as in the previous year).</li> </ul>
		Acquisition of additional rights to nursery places	The acquisition of new rights to nursery places could not be implemented.
		Provision of new nursery	Five nursery places have

		places for children of Fraport staff	been available since 1 October 2013
Employee share participation program	2015	Increase in the proportion of employees' shares	Program being developed
		Support for the initiative to establish an employee share association	Support concept is being drawn up

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

You are here: Employees > Diversity and Equal Opportunities



## Diversity and Equal Opportunities

The international orientation of our business means that the everyday company routine at Fraport has always been defined by Diversity. We regard the different experiences and cultures of our employees as an opportunity to respond flexibly and creatively to the changing requirements in international markets. Our diversity management is therefore directed towards strategically establishing teams with a diverse mix of team members, for example by promoting female trainees and managers. Guaranteeing equal opportunities for different groups of employees is the enabler for this and Fraport will be focusing on this in the future. As early as 2007, we made a commitment to the [Charter of Diversity](#). In 2013, a division for Diversity and Social Affairs was established at board level in order to give a higher profile to the issue. This forms the platform for the function of the Diversity Officer.

### Diversity management



The function of the Diversity Officer at Fraport is to develop diversity and equal opportunities strategically in conjunction with existing measures and internal agreements throughout the Group. The dimensions of diversity defined in the Charter of Diversity (gender, age, disablement, ethnic background and nationality, religious freedom and sexual orientation) are benchmarks for alignment of activities.

The Diversity Officer advises the Executive Board and the executive managements of the subsidiary companies and provides support for the the Group's departments and units in the promotion of diversity and equal opportunities. The Diversity Officer is also the contact for complaints about discrimination or harassment based on the criteria defined in the General Equal Opportunities Act (AGG) [Glossarabegriff] in the Federal Republic of Germany. Employees who feel they are being discriminated against under the General Equal Opportunities Act can also approach the responsible personnel officer, an internal ombudsperson, and an external ombudswoman [Glossarabegriff], as well as the Works Council.

### Promotion of women



By 2018, we want to increase the proportion of women in management positions at the parent company from around 20 percent to between 25 and 35 percent. We measure our progress using the Key Performance Indicator (KPI) "Proportion of Women in Management Positions". We also use the following additional indicators:

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

A range of personnel development measures has been directed toward this goal, for example our [Mentoring Programs](#)

and Seminars for female specialist staff and managers. In 2013, we launched the women's network entitled **Connect** for women in the first to third management levels. We also have packages for improved **Work-life balance** and to make it easier for more men and women to have part-time positions as managers.

## Engagement for cultural and religious diversity



The intercultural competence of our employees is particularly important for Fraport as a Group with an international perspective. We promote knowledge about religious beliefs and cultural customs among our employees. At the same time, this is our way of expressing our respect for these traditions. In August 2013 at the end of Ramadan, Fraport therefore invited all the employees working in ground handling services, irrespective of their religious affiliations, to attend a joint event celebrating the end of the fasting month. During Ramadan up to 100 of our employees as well as some passengers took up our offer on a daily basis. We also organized training sessions to promote intercultural skills for areas where employees with very different religious and cultural backgrounds work together. Following consultation with the representatives of different religions at Frankfurt Airport, Fraport celebrated the first German Diversity Day inaugurated by the Federal Government in June 2013 by inviting employees and guests to attend specialist lectures and services of the individual religious beliefs.

- PDF-Download: **"Prayer rooms"**

## Integration of people with special needs



Integration of people with health issues or physical disabilities in all employment areas of the company was defined in the **Integration Agreement** as an objective in 2006. We offer our employees with disabilities the same opportunities to progress their career and develop their skills as all other employees in the Group. A total of 1,271 disabled employees and employees with equal status to disabled employees worked at the parent company in 2013. This corresponds to a disabled-employee quota of eleven percent. As in previous years, these figures are significantly above the statutory requirement of five percent in Germany.

Our activities for prevention and health promotion, and for reintegration are an integral element of our system of managing a return to work.

## Best Practice example



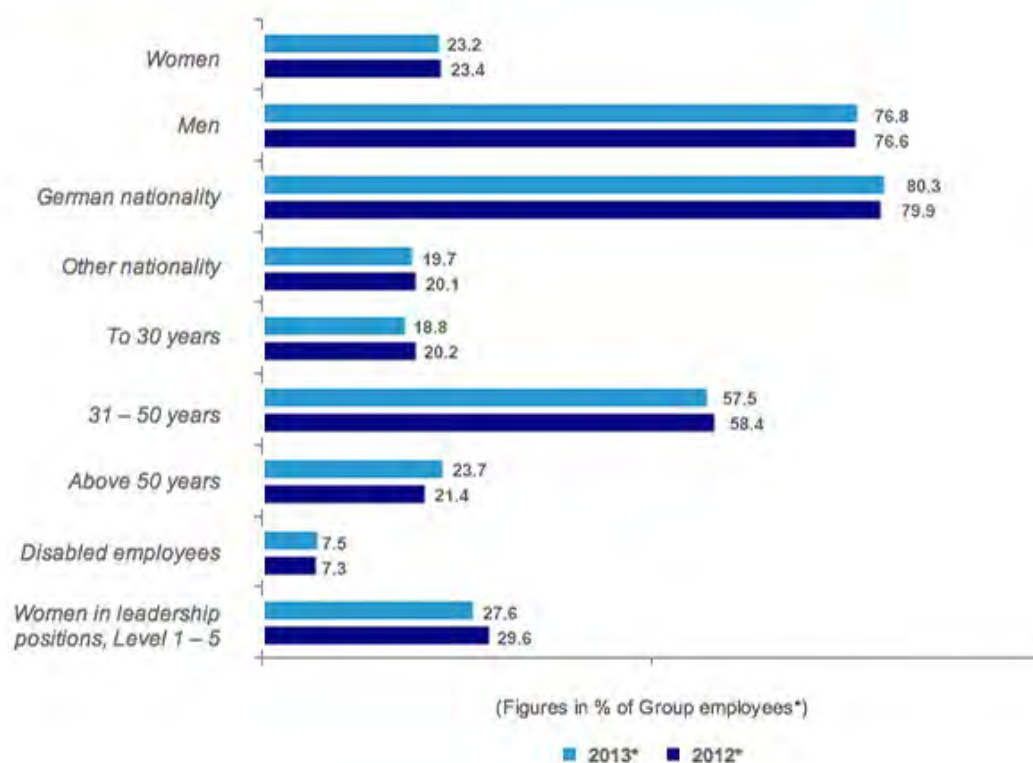
### Netzwerk Connect

In May 2013, Fraport set up the "Network Connect" to give women in management positions in the first to third levels the opportunity to network among themselves and give each other mutual support. The network facilitates making contacts at events, exchanging experiences and presentation of dedicated issues. Connect is open to staff members of the Fraport parent company and the subsidiaries at the Frankfurt site.

## Indicators



## Fraport Group: Diversity indicators



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

## Status of target attainment



Target	Duration	Measure	Status
Increase in the proportion of women in management positions to 25-35 % within the Fraport parent company	2018	Increasing the proportion of part-time men and women in management positions	Proportion of managers in part-time work 2013: 5.7% (2012: 6.5%)
		Further development of supporting indicators	Proportion of women in management positions was determined as KPI. From 2013, additional surveying of supporting indicators, such as: <ul style="list-style-type: none"> <li>• Proportion of women                             <ul style="list-style-type: none"> <li>• in new appointments</li> <li>• in potential assessment centers</li> </ul> </li> <li>• Employee satisfaction of women (based on Fraport Barometer)</li> </ul>

		Analysis of the salary development of women	Collection of data together with the Cologne Institute for Economic Research, on behalf of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
		Development of specific training courses and sessions for women	Alignment of seminars and individual coaching sessions tailored to specific groups for women in management positions or with management potential
		Acquisition of additional rights to nursery places and other forms of childcare	You can find information regarding the status in the section <a href="#">“Appeal as an Employer”</a>
Promotion of specialist staff and management with a migration background	2020	Development and implementation of concept for specialist staff and managers	Measure is being prepared

You are here: Customers



## Customers

At an international traffic hub like Frankfurt Airport, we as an airport operator have to meet the aspirations of our many different customers every day. Passengers want well-planned terminals and short waiting times, airlines demand smooth-running and punctual handling on the ground. Airfreight customers like transport companies want short pathways, the best possible connection to different modes of transport and central processing of all security measures. These are all top priorities. The operators of businesses at the airport expect passenger routing that gives their customers easy access to their particular range of goods or services and a modern infrastructure. The key issue is to impress our customers every day with the quality of our offering. This will empower us to maintain the competitiveness of the Group and safeguard the hub function of Frankfurt Airport in an environment of increasing global competition. We carry out surveys of our customers on a regular basis in order to assess whether we are succeeding in achieving this aim. The feedback forms the platform for continuously developing the scope of our services. Alongside initiatives like “Great to have your here” and continuous improvement of the processes in airfreight handling, we focus the efforts of our company on the development of floorspace and real estate, for our retail customers at the airport itself and for the tenants in the direct surroundings of the airport. The intermodal networking of different carriers is another focus for action which enhances the appeal of the airport.

The area of action “Safety and Security in Air Traffic” is a top priority for Fraport. This is also demonstrated by the positioning of the topic in our [Materiality Matrix](#).

You are here: Customers > Safety and Security in Air Traffic



## Safety and Security in Air Traffic

Safety and security in air traffic is the top priority. Guaranteeing this is our most important function and at the same time it is a highly complex task. Frankfurt Airport covers an area of around 22.5 square kilometers, we welcome a total of some 160,000 passengers a day, and this volume can even be as much as 200,000 on days in peak periods. The number is significantly more if members of staff, meeters and greeters, and visitors are also taken into account. The volume of traffic throughout the airport complex is therefore correspondingly high. A lot of heavy-duty equipment is being used to lift big loads and transport heavy goods, and a large amount of construction work is being carried out – all this activity and much more leads to hazardous situations in a variety of different areas. Specific focuses of attention here are the concrete risks coming from potential terrorist attacks, the possibility of airline accidents, or the spread of infectious diseases.

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

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

### Security



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

#### Implementation of passenger and baggage checks

Carrying out our passenger and baggage checks in accordance with Article 5 Aviation Security Act (LuftSiG) are central functions involved in averting dangers. These functions are part of the remit of the Federal Ministry of the Interior and they are carried out by the German Federal Police and by designated third parties. Air security checks at Terminal 1 of Frankfurt Airport are currently performed by Fraport employees and by members of staff of our subsidiary company Fraport Security Services GmbH (FraSec) and other private security service providers appointed by the Federal Police. We deploy the latest technologies at Frankfurt Airport and train our employees on a regular basis. Our aim is to integrate security checks within the traffic flow, despite the rising number of passengers, in order to ensure that travelers experience minimum impact and there are no delays in flight operations. FraSec is one of the leading specialists in air and airport security in Germany. In 2013, our subsidiary won the contract to carry out air security checks at Stuttgart Airport and it has been working there with around 400 employees to deliver security checks since the beginning of 2014.

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

Since November 2012, all-body scanners [Glossarbegriff] have been used to check passengers traveling to the U.S., provided they consent. This enables non-metallic objects to be identified. This method of scanning replaces the contact searches that many people frequently experience as unpleasant. This technology does not pose a health risk and no realistic body images are displayed. So far, five scanners are currently being used to carry out the necessary follow-up and secondary checks on a random basis. Over the long term, all-body scanners will also be used on initial checks.

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

Pursuant to Article 8 Aviation Security Act (LuftSiG) all airport buildings and the site must be designed so that the smooth-running airport operation can be protected against attacks on the security of air traffic and all security measures can be carried out in conformity with standard operating procedures. In particular, this affects access checks to areas critical for security [Glossarbegriff]. The site security measures also involve perimeter fencing, the issue of ID cards, training of the personnel being deployed, and secure transport of checked baggage protected against unauthorized access. These security measures are subject to our immediate responsibility as an airport operator. We present these security measures in an "Air Security Plan" which has to be approved by the state aviation authority.

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

According to EU regulations, all supplies to the airport complex have to undergo a security check. Suppliers to duty-free shops, restaurants and construction sites may lose a lot of time in this process. They therefore have the opportunity to carry out their own security checks on the goods they supply before they are delivered. These suppliers can register with Fraport as "[known suppliers of airport supplies](#)".

#### **Explosives sniffer dogs for checking airfreight**

In April 2013, more stringent security regulations came into force for airfreight. While previously, only random checks were laid down, airfreight from companies who are not registered with the Federal Office of Civil Aeronautics as a "known sender", now have to undergo a 100 percent check. At the same time, Fraport was the first company in Germany to receive a license for the use of its explosives sniffer dogs in airfreight checks after a series of comprehensive tests. The detector dog squad operated by our company has been contributing to the high standard of security at Frankfurt Airport with its sniffer dogs since 1985.

#### **Simplified personnel access**

Access for members of staff at Fraport and other companies working at the airport to operational and secure areas is also strictly regulated and guaranteed through the application of complex technical systems. Fraport installed contactless readable chips in existing airport ID cards to speed up access and make access checks more secure at the same time.

## **Safety**



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

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

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

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

Fraport regularly carries out exercises at Frankfurt Airport in order to train employees in dealing with disasters and other scenarios relevant to safety. For example, in preparation for the upcoming winter in autumn 2013 Fraport and Lufthansa for the first time invited all those participants involved in managing air traffic to an information event, the Winter School. The program included presentations by the German Meteorological Service, the Federal Air Safety Authority and a deicing company. However, the main purpose was to get the process partners at the information event to engage in a dialog with the aim of improving the fundamentals for streamlined communication in a worst-case scenario.

## Safety Management System

Fraport operates a Safety Management System (SMS) [Glossarabegriff] for implementing the legislation covering flight operational safety at Fraport. The SMS is based on Article 45b of the Air Traffic Licensing Order (LuftVZO). The group guideline Safety Management System Manual documents all the responsibilities, procedures and the operational workflows which are relevant to the development of operational safety. The SMS Manual therefore includes procedures for identifying hazards and instructions on process and risk assessments. It therefore allows predictive recommendations for action to be derived. The SMS Manual was last updated in June 2012. The Officer for the SMS Manual reports directly to the Executive Board.

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

## Systematic training programs

Since 2011, Fraport has been carrying out comprehensive and systematic training programs on flight operational safety under the slogan “Safe@FRA” as a constituent element of the SMS. This contributes to raising the awareness of all employees with access onto the apron to the hazards that occur in the operation and handling of aircraft. Staff members are also taught how they can contribute to avoiding hazards and accidents by submitting observations and reports to the SMS. In 2013, 700 employees took part in training, which is provided on a monthly basis.

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

## Data security

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

## Best Practice Example



### Reducing stresses on air security assistants

The air security assistants at Fraport and FraSec bear a great deal of responsibility. Conscientious air security checks on passengers and baggage require a high level of concentration, while at the same time the assistants have to approach their work with a friendly attitude. A high level of loud ambient noise, physical exertion and the effects of shift work impact on employees in the form of stress, although the subjective perception of this stress varies in different individuals. Fraport and FraSec commissioned a Work-Balance Study in 2011 with a view to improving the working conditions of the air security assistants. A group of researchers used this two-year study to investigate what the employees experienced as supportive or stressful. This included factors like the room climate, cooperation with colleagues, and getting the work-life balance right between work and private demands. In 2013, the final project stage involved physiological measurements carried out on 46 volunteers, in order to determine parameters like the varying stress levels at different security check points or in the course of shift rhythms. The employees wore a heart rate monitor on seven consecutive working days. A saliva sample was also taken five times a day in order to document their immune status over the course of the day. The volunteers were then able to assess their own subjective well-being by filling out questionnaires. The researchers used the results to derive recommendations for action which are now being reviewed in a project group from Fraport and FraSec. In 2014, an overview of all the results of the analysis will be presented and the first measures will be implemented.

## Status of target attainment



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

Safety and security in air traffic and on the airport site is always the top priority. We are continually developing our processes in order to ensure maximum safety and security standards at all times and we adapt them to new circumstances. One challenge is to structure the necessary security checks and measures to ensure that travelers and employees experience minimum impact as they go about their business. You will find targets and measures designed to ensure customer satisfaction in the appropriate area of action.



## Product Quality and Customer Satisfaction

The satisfaction of our customers is a very high priority in our [Materiality Matrix](#). We work very hard on continuously improving our service profile. Specifically, we have decided to provide more comfort to more than 58 million passengers traveling through Frankfurt every year and this encouraged us to continue our successful initiative "Great to have you here!" which we launched in 2010. The [Feedback and Complaint System](#) is also making a significant contribution to customer satisfaction. We use this system to systematically record passengers' concerns and process them rapidly. Our retail customers primarily benefit from our commitment as a real-estate developer and the associated upgrading of retail spaces. We are continually optimizing the processes in baggage and passenger handling as well as airfreight handling for our airline and airfreight customers. Today, we already rank among the fastest major airports in the world and we have the largest proportion of transfer passengers in comparison with the competition. When the new Runway Northwest opened, the available capacity again increased and this has improved our punctuality. In 2013, we have exceeded our record score achieved in 2012 with an average value of 82 percent.

### Punctuality rate

Year	2010*	2011*	2012*	2013*
Punctuality rate	78.8 %	74.5 %	80.3 %	82.3%

\* Values adjusted

### Passengers

In 2010, Fraport defined a target for improving passenger satisfaction with all services provided at the airport to 80 percent by 2015. Although we were already able to achieve this value in 2012, it is not possible to maintain the value with the continuous increase in the volume of air passengers without further improvement. We therefore regard it as a success that we were able to maintain the value at the level of the previous year in 2013. Since 1996, Fraport has been using a standardized procedure to determine customer satisfaction. This involves us in asking a representative selection of our passengers for their opinion about our service package in general. The regular meetings of our customer advisory council also yield valuable ideas and initiatives. In 2013, the members of our customer advisory council played an active role in implementing a test run for inductive hearing systems. These allow people wearing hearing aids to receive the announcements through their hearing aids without any interference.

In 2012, we had the service quality and customer satisfaction with the passenger service at Frankfurt Airport certified by TÜV-Süd, Germany's leading technical testing agency. We completed the audit with a very good overall grade of 1.84. This audit result is valid for two years. In 2013, Fraport was awarded "Service Champion in experienced Customer Service in Gold" as acknowledgement of being ranked first in Germany's biggest service ranking carried out by ServiceValue GmbH, Goethe University Frankfurt and newspaper "Die Welt". This confirms that Fraport with its service

packages at Frankfurt Airport is ranked among the 100 best companies in Germany. The prestigious magazine "Business Destinations" voted Frankfurt Airport as the best European Airport for business travelers. The market research institute Skytrax conferred the award as "World's Most Improved Airport" in 2013.

#### **"Great to have you here!"**

We credit these successes in part to our service program "Great to have you here!" The program is divided into the following four sub-categories:

- **Friendly attentiveness:** Managers and employees work together on improving their understanding of service at our [cross-hierarchy training sessions](#) in order to enhance their attentiveness to the needs and aspirations of customers.
- **Fast and passenger-friendly travel:** Fraport has been making passenger transfer at Frankfurt Airport faster and easier with lots of new service packages. In 2013, the walls at the terminal entrances were provided with large destination confirmations and around 90 new information kiosks were installed to make it easier for passengers to get their bearings in the terminal. For example, boarding pass readers installed at the kiosks are able to help passengers to call up the current status of their connecting flight. The quickest way to their gate is also displayed. Another new service is provided by multilingual information brochures which describe all the processes involved in transferring to another flight. The Transfer Guides also include a site plan of the airport and pictograms showing the available service facilities. Passengers can use the portal "Create your Stay" on the airport Web site to plan longer stopovers before they even start their journey. Various activities are suggested to suit the amount of time available – from a tour of the airport to a hot-stone massage or an excursion to the City of Frankfurt. We have also improved our family services. Forty loan buggies are available to make a transfer easier for parents with small children. Sixty more buggies are in the pipeline. In April 2013, the [Chinese language version of the Frankfurt Airport Web site](#) went online. This is not a word-for-word translation of the German home page but provides culturally specific focuses.
- **Shopping and experience** is the theme we are highlighting to make the stay of our guests maximally enjoyable. Our "Shopping Assistants" provide information in different languages for passengers, meeters and greeters, and visitors about the product ranges offered by our retail partners. They also provide them with advice when they are shopping or distribute little courtesies to passengers. We also hold "Happy Moments" campaigns with little courtesies and show cameos for passengers to celebrate different culturally specific occasions like the Munich Oktoberfest beer festival or the Chinese New Year festival.
- **Pleasant atmosphere** is our name for the program that we are using for the rolling upgrade of our terminals and waiting areas, focusing on comfort and hygiene throughout the complex. Two prayer and worship rooms were created for transit passengers, and five more are planned. In 2013, we installed five new children's play areas in the terminals, two more are scheduled to follow by 2015. You can find out more about traveling with children [here](#).

#### **Orientation during disruptions and in crisis situations**

We identify different zones in the terminal with color codes in order to provide maximum support for passengers during disruptions and in crisis situations. Each color represents a clearly defined handling process. We set up a Basic Assistance Team made up of around 190 employees from Fraport and the subsidiary company Fraport Security Services GmbH (FraSec) which can support service staff in the terminals if there are serious interruptions to the smooth running of operations. The airport employees wear appropriately colored waistcoats and assist travelers in getting their bearings. The concept was developed in cooperation with Lufthansa and results in a substantial simplification of handling passenger processes.

#### **Common understanding for service**

Employees working in flight and terminal operations need to be extremely adept at dealing with passengers and they also require a high level of intercultural competence. We therefore pursue a rolling process of developing our service expertise through coaching at some of the training courses we run in our Service Academy. In 2013, around 2,600 employees from Fraport and the Group subsidiaries [Gesellschaft für Cleaning Service mbH & Co. Airport Frankfurt/Main KG \(GCS\)](#), [Frankfurt Passenger Services GmbH \(FPS\)](#), [FraCareServices GmbH \(FraCares\)](#) and FraSec participated in a service training course. Since the program "Great to have you here!" was launched a total of 6,600 employees have taken part in the training sessions.

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

The increasing number of traveling retirees and passengers with special physical needs present particular challenges to the quality of services. These passenger groups expect, for example, barrier-free transfers and require adapted orientation guides. Fraport deploys specialist support services and innovative projects geared to making air travel easier for these passengers.

#### **Barrier-free travel**

Major infrastructures and intermodal interfaces like Frankfurt Airport are frequently experienced by older people as being confusing. Special physical needs often make transfers and baggage transport difficult. At Frankfurt Airport, the company FraCares supports air travelers with special needs or restricted mobility with various forms of assistance service. This support is now available to [airline passengers free of charge](#).

### **Mobility for retirees**

In 2012, Fraport initiated the integrated project **"Personalized Assistance System and Services for Mobility for the Elderly"** (PASS) (only available in German). The objective is to achieve continuity of mobility within the travel chain from a passenger's home to their destination. The project was launched in February 2012 and is scheduled for completion in 2014. It has been granted funding by the Federal Ministry of Education and Research (BMBF). Other partners in the project include Rhine-Main Transport Association (Rhein-Main-Verkehrsverbund), tour operator Deutsche Reisebüro GmbH, Hanover Airport, financial services company Symbios Funding & Consulting GmbH, software firm Insoft GmbH, as well as German Rail (Deutsche Bahn AG) and airline company Deutsche Lufthansa AG. PASS is based on a mobile Internet application and an easily operated navigation system and it continually improves general travel conditions for older people. The aim is also to offer services that are tailored to the needs of retirees and personalized services.

## **Airlines**



Every year, Fraport uses the "Customer Barometer Airlines" to measure the satisfaction of airlines with the service provided at Frankfurt Airport. The participation rate has increased continually over recent years. Around 91 percent of the station and airfreight managers took part in the survey. This is a sign of the widespread acceptance of the survey tool.

Overall, we were unable to maintain in 2013 the record value achieved in 2012. We made use of the criticism we received to derive useful measures. For example, the functions of the Airport Duty Officer and Airside Duty Manager were merged so that the station managers will now have a central contact for matters relating to the apron. Additional positive developments were achieved in the subsections "Billing of airport charges" and "Loudspeaker systems/announcements/final calls". The services here were evaluated with an even better rating than in the previous year. The "Customer Service Center" also received good appraisals.

## **Airfreight customers**



Once again in 2013, Frankfurt was the biggest airfreight airport in Europe with a cargo volume of 2.1 million tonnes. On a global comparison of airports, Frankfurt was ranked in twelfth place. In 2013, already for the fifth time since 2005, Frankfurt was granted the "Air Cargo Excellence Award" as the best airfreight airport in Europe. Fraport has defined the objective of gradually increasing the satisfaction of its airfreight customers in order to safeguard its leading position in the international airfreight market. This is going to involve the development of appropriate infrastructure framework conditions, structuring processes in CargoCity Frankfurt more efficiently, and intensifying cooperation with customers.

Our CargoCity South offers our freight customers an integrated link to the airport with short routes and central processing of all security measures. The operational areas positioned directly at the apron are seamlessly networked with other carriers, such as road and rail traffic, as well as inland waterways. Virtually all the major companies in the international cargo business already have locations here. A total of 250 airlines, freight forwarders, express courier services and other service providers are already benefiting from ideal location conditions. CargoCity South therefore serves as an integration platform for companies in the airfreight transport chain. It offers the appropriate framework conditions in order to engage with the international network, coordinate processes, and harmonize interfaces. Overall, more than 9,000 jobs are estimated to have been created here since CargoCity South was opened in 1996.

### **Expansion of CargoCity South**

A continuous increase in airfreight volumes has been forecast for Frankfurt over the coming years. In preparation for this, we are carrying out a major expansion program to expand CargoCity South by a total of 27 hectares and we are implementing a major construction program for infrastructure. The plan envisages the creation of a total of some 100,000 square kilometers of airfreight halls with supporting office buildings and parking spaces for vehicles. In July 2013, we also opened a [new airfreight transfer center](#) in CargoCity South, which will make clearance for companies without apron authorization much easier.

## **Fraport as floor-space and real estate developer**



Alongside its role as an airport operator, Fraport also plays a role as a real-estate and floorspace developer. Since 2005, we have been carrying out an annual survey with the "Customer Barometer Real Estate" to assess the satisfaction of our customers. In 2013, Frankfurt Airport achieved a good result overall. The survey revealed particularly positive assessments for the image of the site, the good intermodal networking, and the large number of flight connections – "connectivity" all over the world.

### **Frankfurt Airport as Airport City**

The demand for attractive location spaces at the airport is continuing to rise. The development of floor space and real estate is therefore a well-established business line at Fraport. In 2013, the former Group subsidiary Fraport Immobilienservice und -entwicklungs GmbH & Co. KG was integrated in the parent company. We are therefore driving forward the expansion of Airport City beyond the scope of pure airport services to establish here the entire spectrum of services and infrastructure for the modern knowledge society. One "city district" is formed by the "Gateway Gardens" complex. This site was used by the American forces as a residential area until the end of 2005 and since then Fraport has been cooperating in a public-private partnership project with a number of partners including the City of Frankfurt to develop this complex. Office and service areas, hotels, conference, trade-fair and exhibition areas, leisure facilities and restaurants are currently under construction there.

### Retail customers

Retail business is another area of business for Fraport. Retail generates robust sales and most importantly strong earnings, and this business is important for our economic development. We are therefore driving forward the development of real estate at Frankfurt Airport. This involves continually opening up new business areas and refurbishing existing facilities. We already take into account the interests of retail customers in the phase of project planning. We created a further 10,600 square meters of additional retail space just with the construction of Pier A-Plus.

Our retail revenues are essentially linked to the business development of the tenants. We therefore have a correspondingly major interest in the commercial success of our tenants. In 2013, the net retail revenue of our customers was 3.60 euros per passenger. We defined our goal as increasing the net retail revenue per passenger to 4 euros per passenger by 2017. We are able to play a role in the sales success of our retail customers. Improvements to passenger processes benefit them directly. For example, a reduction in waiting times at the security check points means that customers have longer to spend in the retail businesses. The forward-looking architecture of Pier A-Plus ensures an improved quality of stay and we also support our retail customers through a range of different campaigns geared toward boosting sales, such as the "Shopping Assistants".

## Intermodality



Intermodal networking is an important building block for achieving our strategic goal of "Structuring growth responsibly" and it is a key quality attribute of Airport City. Today, Frankfurt Airport already ranks among the best intermodally networked airports. The size of the catchment area [Glossarbereich] also contributes to this: 40 million people, half of the German population live within a radius of 200 kilometers of the airport – a peak value for Europe. Every day, 174 high-speed trains and 223 regional and metropolitan trains use Frankfurt Airport's long-distance and regional train stations. 240 departures leave the bus station every day in public regional and long-distance traffic. The Frankfurter Kreuz highway intersection is located directly at the airport and this is Germany's busiest highway interchange. The airport has a capacity of 29,000 parking places.

### Travel to and from the airport for passengers

Fraport wants to further enlarge the catchment area [Glossarbereich] of the airport and [increase](#) the percentage of the passengers traveling to and from the airport by public transport. Joint ticketing and check-in systems by the different carriers involved makes the transfer process much easier for passengers. We participate in the AIRail Service run by German Rail (Deutsche Bahn, DB) and Lufthansa, in order to make travel to the airport with long-distance trains more attractive: Lufthansa customers enter their flight number in the worldwide reservation system of the airline to reserve places on the ICE trains of German Rail (DB). DB keeps a quota of seats available for these reservations. Fraport supports travelers with a baggage service at the AIRail Terminal of Frankfurt Airport and keeps them informed about their connecting flights and trains.

Bus transport also contributes to expanding the catchment area [Glossarbereich]. The long-distance bus market in Germany has been deregulated since January 2013. Up to that point, there were 24 bus lines connecting Frankfurt Airport daily to German cities. In the second half of 2013, the number of providers of long-distance bus lines doubled. This gives passengers low-cost travel to and from the airport. This also brings towns without good rail connections to Frankfurt Airport into the catchment area.

### Travel to and from work for employees

Fraport, FraSec and Airport Personal Services GmbH (APS) give their members of staff the Job Ticket free of charge in order to provide them with an incentive to use public transport. In 2013, 34.2 percent of our employees working for the parent company used public transport to commute to and from work. Apart from a significant reduction in CO<sub>2</sub>, this also relieves the traffic situation around the airport. An early-morning high-speed ICE has been scheduled from Cologne to Frankfurt Airport for the past two years to make it easier for employees to commute by rail.

### Road feeder service

The volume of road feeder services [Glossarbereich] is also increasing with rising volumes of freight. Fraport supports the transfer of feeder services from road to rail in order to relieve the pressure of high traffic volumes on all routes to and

from Frankfurt Airport. You will find other measures in the section [Customer satisfaction](#).

## Best Practice example



In July 2013, the Neutral Cargo Transfer Center with five locks came into operation on the apron at CargoCity South. This facility simplifies and accelerates the processes for freight-handling companies which do not have access authorization for the apron. Up to now, the airfreight unloading process was resource-intensive using pallet loaders to take cargo off trucks. The airfreight was then driven through perimeter gates onto the apron. Automated locks with integrated security checks are now used here. Imported goods delivered to Frankfurt are transported to landside in the reverse procedure. The fully-automated transshipment terminal is currently being used by four freight-handling companies. Additional capacities are available.

## Indicators



### Passenger satisfaction

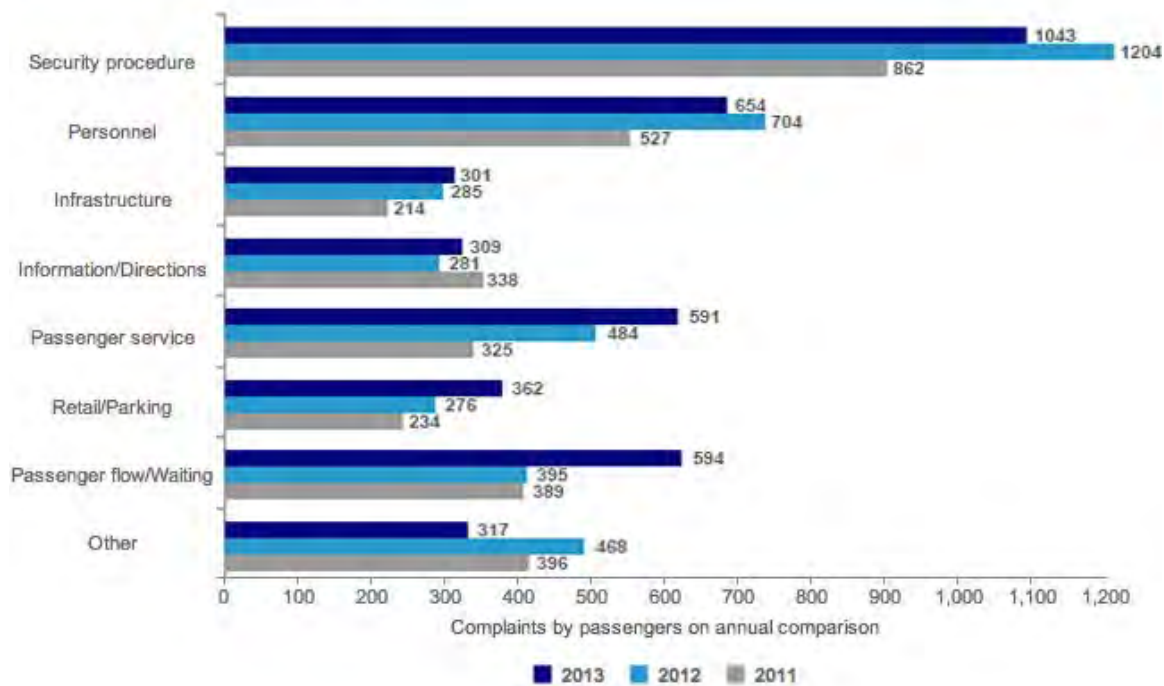
	Year	Target	Target attainment
<b>Passenger satisfaction</b>			
General	2010	73%	70%
	2011	73%	77%
	2012	74%	80%
	2013	80%	80%
Ease of transfer procedure	2010	59%	57%
	2011	62%	68%
	2012	64%	76%
	2013	76%	76%
<b>Customer satisfaction with waiting time</b>			
Air security	2010	72%	67%
	2011	72%	74%
	2012	72%	82%
	2013	80%	80%
Passport control (departure)	2010	84%	76%
	2011	80%	82%
	2012	82%	89%
	2013	85%	88%
<b>Customer satisfaction with friendliness of employees</b>			
Air security	2010	76%	73%
	2011	80%	76%
	2012	80%	78%
	2013	80%	76%
Passport control (departure)	2010	78%	72%

	2011	80%	75%
	2012	80%	76%
	2013	80%	72%

### Baggage Performance Index\*: 2.0

\* mishandled items of baggage per 1,000

### Complaints by passengers



### Employee and passenger traffic

	2011	2012	2013
<b>Fraport Group</b>			Share in %
Employee traffic			
Travel to and from work by public transport	34.7	42.3*	35.7**
Passenger traffic			
Travel of originating passengers to and from the airport by public transport	67.7	68.1	68.1
<b>Fraport parent company</b>			Share in %
Employee traffic			
Travel to and from work by public transport	31.8	41.2	34.2
Passenger traffic Frankfurt Airport			
Travel of originating passengers to and from the airport by public transport	40.9	41.6	40.8

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

\*\* In 2012, random sample survey was mainly carried out in the administrative area at the Fraport parent company, therefore deviation from the year 2013, in which a full survey took place.

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

	2011	2012	2
Private car and hire car	41	37	
Taxi and shuttle services*	22	23	
Bus and suburban rail	14	16	
High-speed ICE and other long-distance trains	21	22	
Other (incl. holiday parking)	2	2	
Total in %	100	100	

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

### **Status of target attainment**



Target	Duration	Measure	Status
Permanent stabilization of the global satisfaction of passengers to at least 80%	2015	<p>Service program "Great to have you here!"</p> <p>Gradual stabilization of customer satisfaction with ease of transfer procedure to 80% (intermediate target 2013: 76%).</p> <p>Gradual stabilization of customer satisfaction with waiting time at:</p> <ul style="list-style-type: none"> <li>• Security check 82 % (target 2013: 80%)</li> <li>• Passport control (departure) 88% (Target 2013: 85%)</li> </ul> <p>Increase in customer satisfaction with friendliness of employees at</p> <ul style="list-style-type: none"> <li>• Security check to 80%</li> <li>• Passport control (departure) to 80%</li> </ul>	You can find information regarding the status in the section "Product quality and customer satisfaction" <a href="#">under indicators</a>
Increase in the satisfaction of airline customers; measurement tool: Customer Service Index	2014	Implementation of a package of measures for airside and landside and corporate safety and security based on the survey results for airline representative	A majority of the measures derived from the survey carried out in 2012 were successfully completed in 2013. The other projects will be continued in 2014.
Increase in the satisfaction of airfreight customers with infrastructure packages and efficient processes in	2015	<ul style="list-style-type: none"> <li>• Regular communication and cooperation with customers, process participants and</li> </ul>	<ul style="list-style-type: none"> <li>• Preparatory measures completed for institutionalization of cooperation with the Cargo</li> </ul>

CargoCity Frankfurt		<p>government agencies</p> <ul style="list-style-type: none"> <li>• Implementation of process-supporting intelligent IT systems for reducing queues and avoiding unnecessary traffic in CargoCity Frankfurt</li> <li>• Creation of additional infrastructure packages and parking spaces</li> </ul>	<p>Community; commencement of business activity in 2014</p> <ul style="list-style-type: none"> <li>• Regular communication processes established with government agencies</li> <li>• IT communication system for improvement of workflows in the operation phase</li> <li>• Conclusion of approval plan for additional parking positions in 2013; realization in 2014</li> </ul>
Increase in the proportion of originating passengers travelling to and from the airport by public transport (bus, suburban rail, regional rail, high-speed ICE, other long-distance trains)	2015	Connection of baggage conveyor system to the check-in desk at the AIRail Terminal	Planning completed at Fraport
		Support for expansion of integrated Ticketing/ Code Share Agreement between German Rail (DB) and other airlines	Measure is being planned
Growth in the originating passenger market by increasing the catchment area for users of public transport	2015	Improvement in the offering of scheduled long-distance bus connections from German regions which are not optimally connected to the long-distance rail network of German Rail (DB) to Frankfurt Airport.	Joint planning started for expansion of the bus station with bus companies and German Rail (DB).
		Information monitors and new signage in the long-distance railway station	Information monitors being planned, new signage completed.

You are here: Environment



## Environment

Air traffic impacts on the environment. Fraport sees itself as a responsible airport operator with the obligation to minimize the environmental impacts generated as a result of our activities. We can only be successful in meeting the needs of our customers, employees and owners over the medium and long-term if we also succeed in taking appropriate account of the ecological requirements.

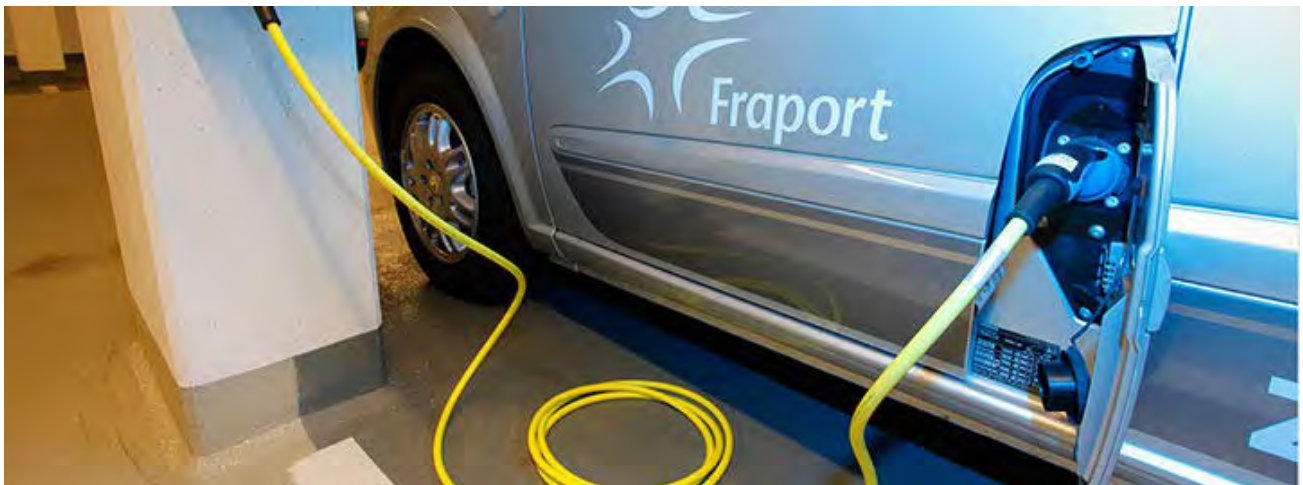
Our environmental activities focus on protecting the climate, the natural environment, air quality and careful use of natural resources. The corresponding targets are defined in our [Sustainability Program](#). Our [environmental policy](#) was approved for the entire Group in 2008. The policy is based on the principles of the [UN Global Compact](#). Fraport is committed in this policy to environmental compliance for all our business activities at all the locations.

[The Environmental Management System](#) of Fraport AG ensures compliance with the statutory regulations and guarantees continuous improvement of environmental protection. Since 1999, the Fraport parent company has been operating this type of Environmental Management System at Frankfurt Airport. This system has been validated in conformity with the European directive on the Eco-Management and Audit Scheme EMAS and furthermore has received certification in conformity with ISO 14001 since 2002. The subsidiary companies Fraport Cargo Services GmbH (FCS) and N\*ICE Aircraft Services & Support GmbH (N\*ICE) exert major environmental impacts at Frankfurt Airport and they have been audited in conformity with EMAS and ISO 14001 since 2008 and 2010 respectively. In 2013, the subsidiary company Energy Air GmbH joined the EMAS and ISO 14001 network. A joint Environmental Statement is prepared by the Fraport parent company for all the network companies.

The Environmental Statement is audited by an independent external environmental auditor in conformity with the criteria defined in the EMAS directive. The Sustainability Report and the Environmental Statement provide information about the environmental impacts and achievements of Frankfurt Airport.

- PDF-Download: "[Abridged Environmental Statement 2013](#)"
- PDF-Download: Document "[Environmental Statement 2011](#)"  
(This is the comprehensive environmental statement.)

You are here: Environment > Climate Protection



## Climate Protection

Climate protection is one of the biggest environmental challenges of our time. Around two percent of the CO<sub>2</sub> emissions generated by people are caused by air traffic – and this statistic is trending upward. The operation of airports represents a share of up to five percent on this amount according to an assessment made by the Airports Council International (ACI), the global umbrella organization for airport operators. Fraport is well aware of the responsibility that this entails and makes an effective contribution to climate protection in areas where it has the power to exert an influence. We are continually working to reduce the emissions of gases that exert an impact on the climate.

**Our target** until the year 2020 is to reduce CO<sub>2</sub> emissions per passenger or 100 kilograms of airfreight by 30 percent compared with the year 2005. The second climate protection target relates to the absolute CO<sub>2</sub> emissions and was reduced downward in the course of 2013. To date, the objective has been to avoid exceeding the value from the year 2005 amounting to 264,000 t of CO<sub>2</sub> (Scope 1 and 2) up until the year 2020 despite the increase in traffic volumes. We have adjusted the value downward to 238,000 t CO<sub>2</sub> due to postponement of the construction of the new terminal.

These objectives are ambitious. We believe the maximum potential for reduction lies in efficient operation of the building and equipment portfolio, planning of new-builds and in the vehicle fleet. We are continually improving our database so that we are in a position to implement the necessary measures as economically and effectively as possible. In the year 2013, a new platform was created for reporting energy consumption and CO<sub>2</sub> emissions. The values are generated by an SAP system from billing data on a monthly basis and the figures are used for carrying out in-depth analyses. This system will make it easier in future to identify any adverse developments when tracking CO<sub>2</sub> targets. At the same time, **CO<sub>2</sub>/energy-consumption controlling** enables high levels of energy consumption to be identified; measures to reduce energy consumption and costs can be initiated simultaneously.

Fraport also contributes its climate reporting data externally to the **“Carbon Disclosure Project”** (CDP), the world’s leading climate reporting initiative in the finance industry. This organization analyzes companies and their CO<sub>2</sub> reporting and strategies to address climate change. Fraport has been involved in the CDP since 2006 and has been listed for the fourth time in succession in the Climate Disclosure Leadership Index (CDLI) for Germany, Austria and Switzerland. This index lists the best ten percent of the participating companies. Fraport is one of two companies from the transportation sector to be listed in this Index. In November 2013, Fraport was the host for the annual conference of the CDP at Frankfurt Airport. This conference provided a forum for discussing results, developments and challenges in corporate climate protection. Fraport was ranked among the companies with the best reporting for climate protection and it presented its activities at the discussion forums.

Fraport’s experience in the area of climate reporting enabled the company to take part in the project “Creation of the fundamentals for uniform emission and climate strategy reporting in Germany”. The initiative was launched in March 2013 and is led by the **World Wildlife Fund** (WWF) and CDP. It is being sponsored by the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety. The aim is to develop a set of guidelines which will support companies and institutions when they start reporting on climate and CO<sub>2</sub> reporting.

Fraport takes part in an array of international initiatives in the air transportation sector to promote climate protection. This includes involvement in a number of projects including [SESAR](#) (Single European Sky Air Traffic Management Research), [Airport Carbon Accreditation](#) of the Airports Council International Europe and the [CARIBIC project](#). This project carries out research into the atmosphere using a specially adapted Lufthansa Airbus A340-600 for taking measurements.

## Buildings and equipment



### Building portfolio

By 2020, the technical control centers required for the air conditioning at Terminal 1 will have been completely renewed. The refurbishment of more than 50 systems is being carried out while operations continue as normal. The potential savings in the first project stage in the period from 2007 to 2020 amount to around 8,300 tonnes of CO<sub>2</sub>. This is equivalent to approximately 40 percent of the total potential energy savings by the Fraport parent company. Savings of some 3,000 tonnes of CO<sub>2</sub> have already been achieved. Refurbishment stages to reduce CO<sub>2</sub> emissions by 5,300 tonnes of CO<sub>2</sub> are currently being implemented.

Energy recovery is a further initiative directed toward reducing CO<sub>2</sub> emissions. In 2013, four elevators located at the car park in Terminal 1 were fitted with an energy recovery system. The operational principle is based on the fact that braking energy can be fed back into the electricity supply via the motor that drives the electrical elevator. The potential for recovering energy is as much as 25 percent for each elevator journey.

The decisions to carry out refurbishment and upgrading of our building portfolio at Fraport AG are based on the Life Cycle Costing initiative (LCC, i.e. Life Cycle Costing [Glossarabegriff]). The choice between possible construction and operation options is based on the calculation of repair and operating costs – including the costs of the energy requirement over the entire life cycle of the equipment. This generally complies with the needs of sustainable building methods.

### Systems and operation

Since 2014, we have been upgrading our baggage conveyor system. The measures currently planned are projected to achieve an aggregated savings of 23,125 MWh by the year 2020. Fraport will be replacing old motors, installing new drive units with reduced frictional resistance and implementing systematic shutdown of sections of the system not being used.

The use of LEDs is an important lever for saving energy. The lamps have a longer useful life compared with conventional luminaires, they are low maintenance and their energy consumption is low. Fraport is gradually introducing LED technology in different areas of Frankfurt Airport.

One such area is the taxiway lighting where halogen lamps are gradually being replaced by LEDs and this is reducing energy consumption by around one third. Signage on the apron and in the area of the takeoff and landing runways is illuminated with LED lamps. Tests with LED spot lights on the lighting masts have yielded positive results. Trials with this lighting technology have also proved successful in the arrival areas of the terminals so that conversion will have been completed by the end of 2015. In 2013, we also started testing energy-saving procedures in a variety of small field tests. This includes the implementation of intelligent, usage-dependent illumination control in the terminals outside operating times. These measures also relate to the internal and exterior lighting at parking garages.

## New-builds



The criteria of sustainable construction are an integral element of all planning stages for new-builds at Frankfurt Airport. The concept of Life Cycle Costing (LCC) is also applied here.

In line with this concept, the new Fraport Headquarters was also constructed in accordance with the standards defined by the Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB) [Glossarabegriff] (German Sustainable Building Council) and was awarded the certificate of the Gold Class in October 2013. The certification system evaluates a number of ecological, economic, sociocultural and functional aspects. Non-compliance with the statutory regulations defined in the Energy Saving Ordinance (EnEV) for energy savings is an important element of the certification criteria. Fraport is one of the first airport operators to have its building activities certified by the DGNB.

As in the case of the Corporate Headquarters, our objective is to achieve sustainability certification for Terminal 3 currently at the planning stage. The building plan is directed towards achieving a high level of energy efficiency, for example by completely eliminating the need for the supply of external heat energy. A "Round Table" made up of external and internal experts was involved in defining the concepts for sustainable construction of Terminal 3.

Around 14 percent of the CO<sub>2</sub> emissions produced by Fraport AG originate from the fuel consumed by the company's vehicle fleet. The use of low-emission is therefore a key focus of our efforts directed toward protecting the climate. Compared with vehicles powered by an internal combustion engine, this drive technology is particularly suitable for the short distances covered by traffic at the airport and makes a contribution to limiting the impact on air pollution. Approximately ten percent of Fraport vehicles operating at Frankfurt Airport today are powered by electric motors. This includes a lot of energy-intensive special-purpose vehicles, such as pallet loaders, tow-tractors and conveyor-belt trucks.

In 2012, Fraport launched a project sponsored by the Federal Ministry of Transport, Building and Urban Development (BMVB) focusing on the federal program "Electromobility in Model Regions" in order to drive forward electrification of the vehicle fleet. The aim by the end of 2015 is to have tested a total of 42 electric vehicles in everyday operation at the airport site. This will be supported by installing 15 intelligent charging stations based on a Fraport-compliant standard. If the electric vehicles operated by Fraport AG can be supplied with regenerated energy, the planned measures will eliminate up to 500 tonnes of CO<sub>2</sub> each year by comparison with diesel vehicles.

This project run by Fraport and the Lufthansa Group is combined with other projects on electromobility at Frankfurt Airport under the umbrella of [E-PORT AN](#). In 2013, the federal government identified this initiative as a lighthouse project. The State of Hesse and the Frankfurt/Rhine-Main Model Region are supporting the initiative. E-PORT AN forms part of the activities in the "Electromobility Model Region" program in Hesse.

### Innovative car pool solution

Some of Fraport's own company cars have been organized in an interdepartmental car pool since 2012. 2,000 employees at five sites have access to this car pool. The selection from different types of vehicle and the reservation procedure is carried out over the Intranet. Car sharing improves utilization capacity for the vehicles. At the same time, and the number of company cars to be maintained and purchased is significantly reduced.

The car pool also offers further opportunities to test electric cars. The pool has a total of 70 cars and there are currently seven purely battery-driven electric vehicles and eight plug-in hybrid vehicles.

## Flight movements

### Auxiliary Power Units – APU

The operation of Auxiliary Power Units (APU) [Glossar**b**egriff] accounts for a proportion of approximately ten percent of the CO<sub>2</sub> emissions generated in the take-off and landing cycle. Use of the APUs is virtually unavoidable in specific short phases of the cycle, for example when starting the main engines. However, they continue to run also at the gate positions in order to provide air-conditioning. In order to switch off the APUs, aircraft need to be supplied with air-conditioning, known as Pre-Conditioned Air (PCA) [Glossar**b**egriff], when they are stationary, in the same way as the universal supply of electricity already delivered to aircraft when they are on the ground at the terminal.

Fraport has been testing the stationary supply of Pre-Conditioned Air in a pilot project. The new Pier A-Plus came into operation in October 2012 and was equipped with a corresponding system. In cooperation with Lufthansa, the project will also be used to investigate how energy consumption of an aircraft at the gate can be reduced.

### Airport Collaborative Decision-Making Procedure

Airport Collaborative Decision Making (A-CDM) [Glossar**b**egriff] is a procedure developed within the framework of the Single European Sky (SES) at the initiative of EUROCONTROL, the European organization for the safety of aviation in Europe. It is intended to promote improved exchange of information between all the partners involved in flight-operation processes, including the airports, air traffic control, European Network Management, the airlines and the ground handling services. Since everyone is able to access the latest and very high-quality information, A-CDM improves planning and leads to smoother workflows at airports and in European airspace. In conjunction with improvements in operational efficiency, it could contribute to cutting down delays and saving fuel.

Introduction at Frankfurt Airport by Fraport and the German Air Navigation Services (DFS) in conformity with the European directives and recommendations was completed. By the end of 2013, an A-CDM was also introduced at airports in Munich and Brussels, at Paris Charles de Gaulle and at London Heathrow, Helsinki Vantaa, Düsseldorf and Zurich.

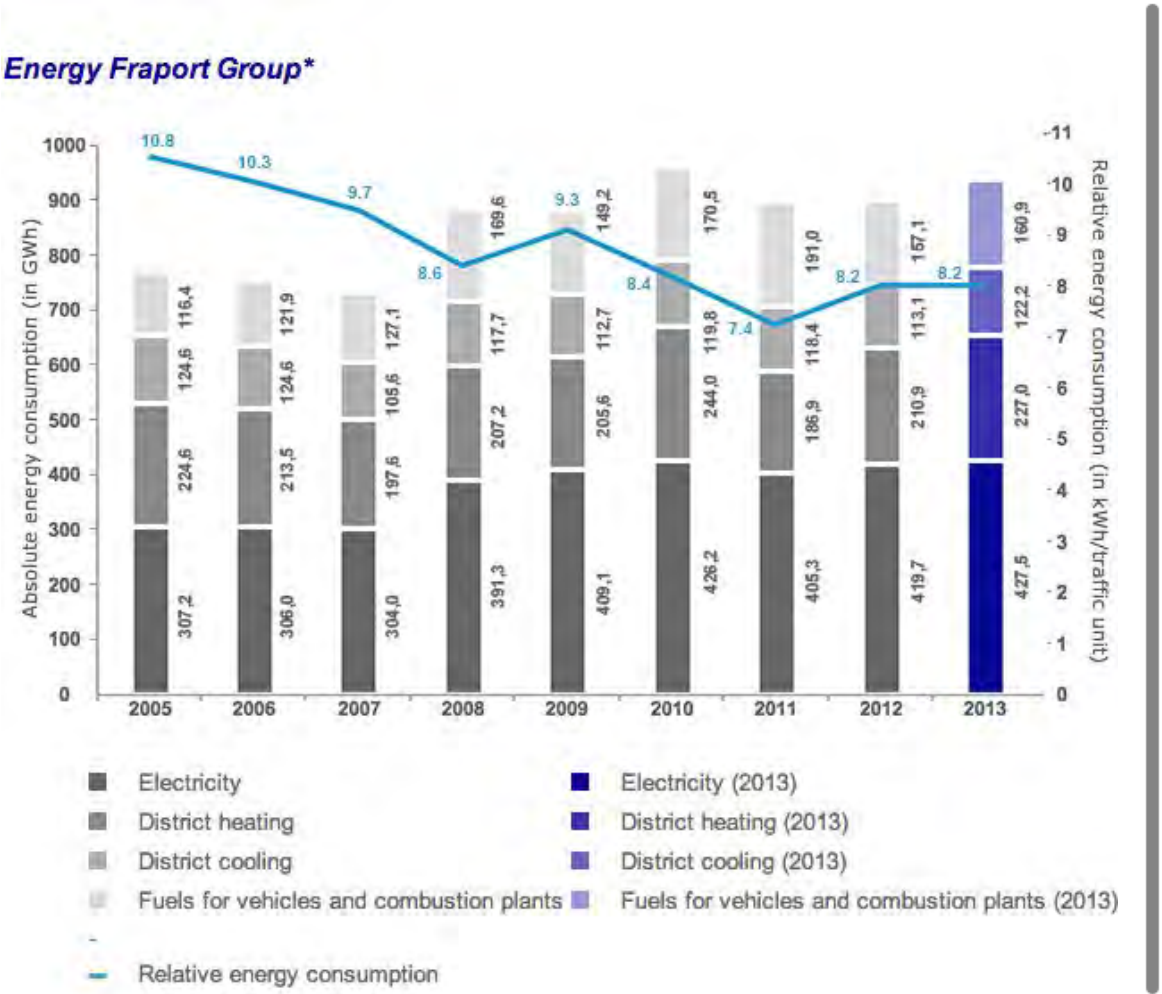
### Project for new taxiing operations management

As part of the [SESAR research project](#) (Single European Sky Air Traffic Management Research), simulations were carried out at Frankfurt Airport under the designation of "Follow-the-Greens" in 2013. This system is intended to lead to faster and more efficient taxiing and towing of aircraft on the ground. The pilots are allocated pre-assigned taxiing routes

using dynamic light signals recessed in the taxiways. The light signals used can be switched individually for each individual taxiway route.

Before takeoff, the aircraft on the apron move away from the park position toward the runway and after landing they move in the opposite direction. The aircraft generally cover these distances using the thrust of their engines. Thus, fuel consumption is essentially determined by the distance travelled and the repeated stop and start processes. Intelligent guidance procedures like “Follow-the-Greens” are used to achieve a continuous flow of traffic and ensure shorter taxiing times. Initial test results and measured values have yielded a positive picture under varying weather conditions and at high traffic loads.

Indicator energy



\* 2005 to 2007: Fraport parent company

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

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

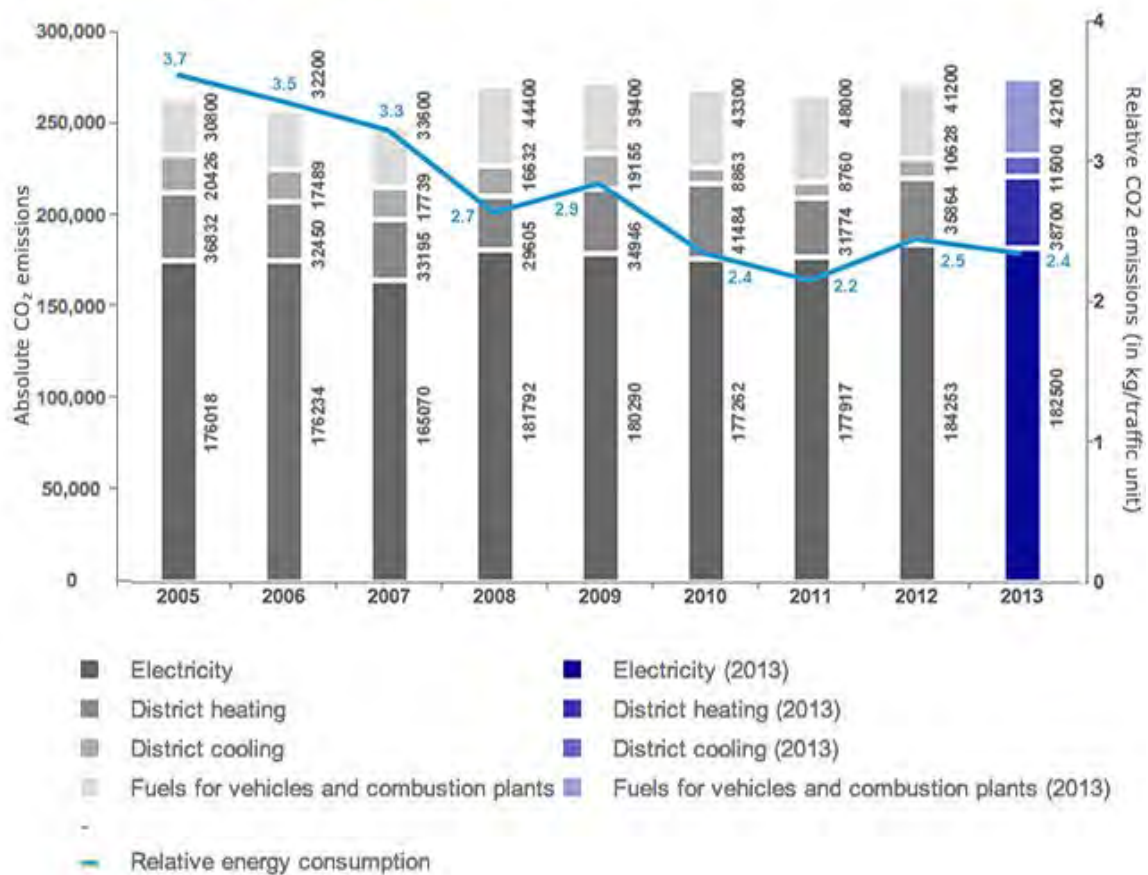
2013: Fraport parent company, Group airports Antalya, Varna, Burgas, Lima and Group subsidiaries FCS, N\*ICE, GCS, ACS

Values specified from 2012

Value of relative energy consumption in 2012 adjusted retrospectively

Indicator CO2 emissions

## CO2 emissions Fraport Group\*



\* 2005 to 2007: Fraport parent company

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

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

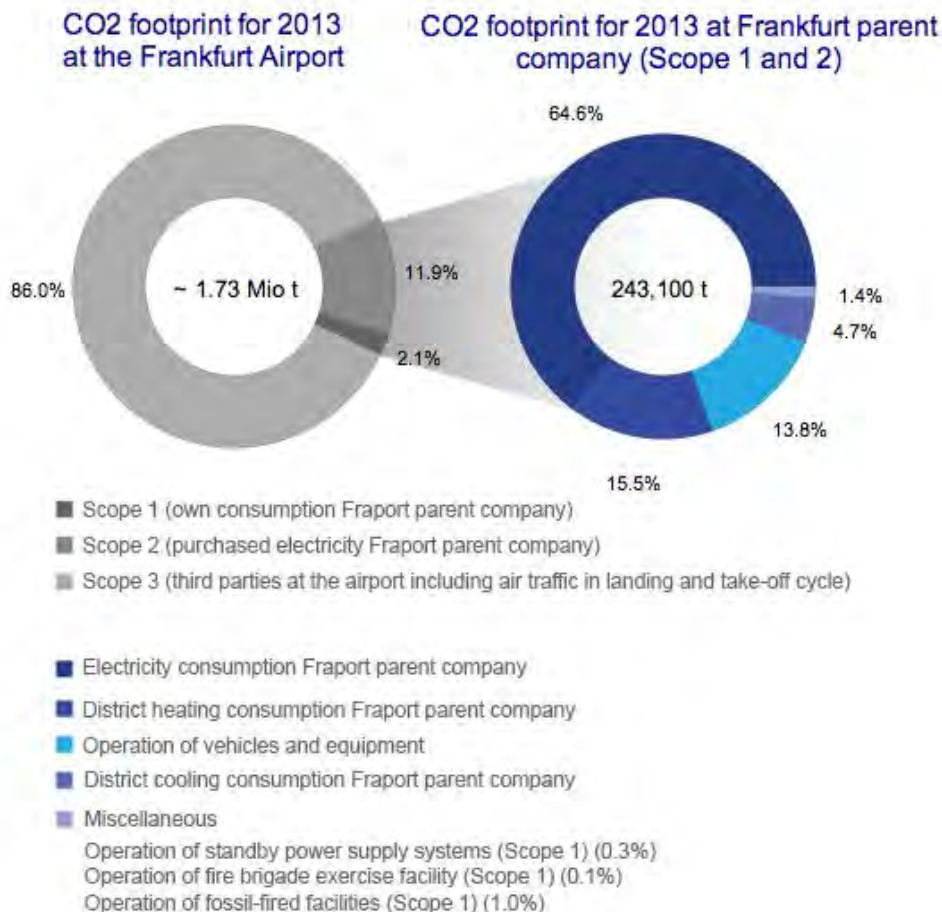
2013: Fraport parent company, Group airports Antalya, Varna, Burgas, Lima and Group subsidiaries FCS, N\*ICE, GCS, ACS Values specified from 2012

Value of relative CO<sub>2</sub> emissions in 2012 adjusted retrospectively

## Indicator CO2 Footprint



## CO2 footprint Frankfurt Airport and Fraport parent company



### Best Practice example

#### CO2/Energy consumption controlling

In 2013, Fraport adjusted the absolute CO<sub>2</sub> reduction target for the year 2020 from the year 2008 to the current development and reduced it to 238,000 tonnes. The second climate protection target of reducing the CO<sub>2</sub> emissions per traffic unit by 30 percent over the same period continues to be an objective. These projects are only possible with extensive measurements and intelligent control of energy consumption. This is why Fraport introduced invoice-based controlling and reporting for energy consumption and the associated CO<sub>2</sub> emissions.

The energy consumers are presented in 14 clusters which are in turn grouped into the three categories of buildings, mobility and equipment. The system summarizes the consumption statistics for all relevant energy sources (electricity, district cooling, district heating, natural gas, vehicle and fuels for vehicles and combustion plants) on a monthly basis and forwards them to controlling. The real data for consumption (for example the CO<sub>2</sub> emissions resulting from this consumption) are compared against target values which are derived from the strategic CO<sub>2</sub> targets of Fraport AG for the year 2020. Each target is allocated to a cluster owner. Every six months, the owner reports on the energy volumes consumed, the energy costs incurred and the CO<sub>2</sub> emissions. The results are reported to the Executive Board.

Fraport facilitates processes in this area by controlling and reporting the energy consumption and CO<sub>2</sub> emissions. The causes of any undesired developments are then much easier to identify because better data can be made available much more quickly. In future, the tool can also be used to make it easier to identify the costs and benefits of energy measures when they are selected and put into practice. The transparency achieved through the measures described is an enabler for achieving the strategic goals defined for the year 2020.

### Status of target attainment

<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
<p>Reduction of CO2 emissions per traffic unit (TU: one passenger with baggage or 100 kg of airfreight) by 30%, from 3.7 in 2005 to 2.6 kg/TU by 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol)</p> <p>Reduction of CO2 emissions by 2020 to 238,000 t despite expansion of the airport (Fraport parent company, Scopes 1 and 2 GHG-Protocol, baseline 2005)</p>	2020	Establishment of CO2/energy consumption controlling	Target process is implemented technically and organizationally. Integration of regular reports to the Executive Board has been implemented
		Use of alternative drive technologies	<p>Gradual implementation is planned until 2015.</p> <p>To date we have been deploying</p> <ul style="list-style-type: none"> <li>• 8 electric pallet loaders (approx. 5 % of planned 20 %)</li> <li>• 4 serial hybrid baggage tow-tractors (approx. 3 % of planned 20 %)</li> <li>• 81 electric conveyor-belt trucks (approx. 86 % of planned 100 %)</li> <li>• 8 electric cars</li> <li>• 8 plug-in hybrid vehicles</li> <li>• 2 electric minibuses</li> <li>• 1 electric passenger staircase</li> <li>• up to 15 charging stations are planned for cars</li> </ul>
		Energy optimization for portfolio of buildings	The measure is implemented with specific projects based on life-cycle cost analyses. The target values are defined in the Guideline for Sustainable Building which was introduced with binding effect on 22 April 2013.
		Testing is being carried out for LED lamps in various areas	<ul style="list-style-type: none"> <li>• for apron illumination</li> <li>• in parking garages</li> <li>• in the arrivals hall and external area at Terminal 1</li> </ul>
		Development of life-cycle Costing (LCC) concept to provide planning and decision-making support, and implementation of an IT solution	IT solution is being developed

	Energy saving for the baggage conveyor system	<ul style="list-style-type: none"> <li>• Reduction of drive power in early-baggage stores, distributors and feeders;</li> <li>• Switching off of early-baggage stores already implemented in Terminal1;</li> <li>• Reduction of sliding friction by changing belts;</li> <li>• Investigation of further potential for savings from the end of 2013</li> </ul>
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See also measure "Review of gradual introduction of stationary Pre-Conditioned Air for aircraft (PCA)" in the section ["Air quality"](#)

You are here: Environment > Air Quality



## Air Quality

Atmospheric pollutants are generated at Frankfurt Airport mainly in connection with flight operations. However, some of the emissions and pollutants released into the air are also caused by apron and vehicle traffic and through the operation of heating systems fuelled by oil and gas. Air pollutants at the airport and in the surrounding areas are recorded by Fraport. We publish the results in the [Air Quality Annual Report](#).

### Emission of pollutants from aircraft movements



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

As an airport operator, we are only in a position to influence aircraft emissions indirectly. However, we levy emission-based airport charges [Glossar**begriff**] on nitrogen oxides and hydrocarbons in order to motivate airline companies to use aircraft with lower emissions.

#### Fuel dumping

In rare cases of emergency, German Air Navigation Services (DFS) approve the dumping of fuel, an issue that is often debated in the public domain. This is only necessary if a fully-laden long-haul aircraft has to interrupt a flight due to an emergency or fault. Equipment for dumping fuel is installed exclusively on long-haul airliners because these are the only aircraft where the authorized take-off weight is significantly higher than the authorized landing weight. Dumping fuel allows the weight of the aircraft to be reduced within a short space of time in order to achieve the authorized landing weight. The German Air Navigation Services assign the aircraft to a relatively thinly populated area for emergency fuel dumping. High-pressure pumps are then used to "atomize" the aviation fuel into tiny droplets at high altitudes. Most of this fuel spray never reaches the ground but evaporates in the upper layers of the atmosphere and are partly degraded to form water and carbon dioxide. Recent years have seen between three and nine aircraft being compelled to dump fuel over the State of Hesse each year. Fuel dumping is not permitted without authorization by the German Air Navigation Services.

### Emission of pollutants from ground operations at the airport



Carbon dioxide and nitrogen oxides (NO<sub>x</sub>) make up the biggest proportion of total emissions for gases and particles found in the local environment at Frankfurt Airport. These are followed by hydrocarbons, sulfur dioxide (SO<sub>x</sub>), PM<sub>10</sub>

(fine dust particles with a diameter of less than 10 micrometers) and soot. The percentage of total emissions generated from handling operations, vehicle traffic, and stationary sources at and around the airport which are accounted for by the Fraport parent company is approximately eight percent for NOX, around four percent for benzene, and some 37 percent for PM10. The Fraport parent company emits around 264 tonnes of NOX each year, 0.4 tonnes of benzene, and 9.3 tonnes of PM10. The biggest emitters include ground handling vehicles and other vehicles. These data were derived from an analysis conducted in connection with the zoning plan procedure for expanding Fraport Airport.

Fraport is working on developing a model for making systematic records of relevant [air pollutant emissions](#) on the basis of a continuous survey. This model will enable further reduction measures to be monitored and their success to be presented. It will provide Fraport with a database in order to be able to determine the percentage of emissions contributed by airport operations to the pollutants in the surrounding area. The selection of the pollutants analyzed is based on their relevance. Substances are designated as relevant if there are statutory regulations specifying limits and if they are emitted by air traffic in significant amounts at Frankfurt Airport.

A measure to reduce pollutants arising from airport operations involves Fraport gradually converting its vehicle fleet to [low-pollutant and electric power units](#).

## Monitoring



Fraport has been continuously monitoring airborne pollutant emissions at Frankfurt Airport at two to five monitoring stations since 2002. In 2005, the new runway was incorporated into the air quality management system. The approval procedure predicted that the airport would exert the greatest effects on air hygiene in the adjoining residential areas. The measuring results show that the air quality at the airport has remained unchanged at normal urban levels since the start of continuous monitoring by Fraport. These results are published regularly in the [Air Quality Annual Report 2013](#).

The Hesse State Agency for Environment and Geology (HLUG) operated a measuring station in Frankfurt's Lerchesberg district from May 2012 to March 2013. The objective of this station was to establish whether the air quality below the approach flight path of the Runway Northwest is impaired contrary to statutory regulations by air traffic. There were neither increased impacts from pollutants nor any indications of adverse influence from aircraft movements. By comparison with measurement stations in the surrounding area, the measured values tend to be lower. This also corresponds to the model results achieved during the zoning procedure.

- PDF-Download: ["Survey of air quality in the catchment area of the new Runway Northwest at Frankfurt Airport"](#) (Only in German language available)

## Status of target attainment



Target	Duration	Measure	Status
Recording and documentation of emissions of air pollutants resulting from the operation of the airport	2015	Development of a methodology for calculating air pollutant emissions for <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Aircraft handling</li> <li>• Subsequent inclusion of landside traffic is optional</li> </ul>	The conceptual phase is ongoing: analysis of the status quo and supplementing existing operational data for infrastructure, research of current emission factors, piloting of methodological approaches. <ul style="list-style-type: none"> <li>• Preliminary partial results for combustion of heating oil and natural gas are now available, consolidation of the results for infrastructure will be carried out to the end of 2013.</li> <li>• Preliminary results for ground handling in mid-2014.</li> </ul>

Reduction of emissions of air pollutants resulting from the operation of the airport	2020	<p>Operation of a Pre-Conditioned-Air (PCA) pilot plant for stationary supply of air-conditioning to aircraft and reviewing the gradual introduction of other stationary PCAs.</p> <p>You can find further information in the section <a href="#">“Climate Protection”</a></p>	<p>The findings from operation of the pilot plant will contribute to improvement of this plant and the ground processes. Requirements for future plants are derived from this.</p>
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You are here: Environment > Conservation of Nature and Resources



## Conservation of Nature and Resources

As an air transportation hub handling more than 157,000 passengers, 1,300 aircraft movements and about 5,500 tonnes of airfreight each day, Frankfurt Airport is a location where resources are used extremely intensively. Our objective is to reduce the environmental impact related to our operations as much as possible.

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

### Biodiversity



Fraport takes responsibility for the environment and is committed to the objectives of sustainable business activities which include effective environmental protection. Biodiversity is a top priority for us in this context.

Even after the opening of the new Runway Northwest, Frankfurt Airport still ranks as one of the most compact airports in the world covering an area of approximately 22 square kilometers. 54 percent of this total area has not been surfaced. The areas between the take-off and landing runways measure approximately 655 hectares and this means that Fraport has the biggest area of contiguous green space in the region which is not used for agriculture. This extensively managed permanent grassland is a valuable habitat where rare and endangered animal and plant species thrive. Wherever possible we expand the green spaces. Fraport landscapes open spaces, such as grass verges and roofs, from its own nursery. When new buildings are constructed at CargoCity South, more and more areas are being increasingly being planted as ecological green roofs.

The mitigation measures required to compensate for the airport expansion involved ecological enhancement of land covering a total of 2,312 hectares in the immediate environment of the airport and further afield. Ecologically valuable habitats, including near-natural woods, orchard meadows, wet meadows and low-nutrient biotopes, were developed there or are currently being created.

We support projects for the conservation of ecosystems and biodiversity in the Frankfurt/Rhine-Main Region using funds from the [Fraport Environmental Fund](#). These projects included the Main-Kinzig Working Group of the [Hesse Society for Ornithology and Nature Conservation](#) (HGON), which received sponsorship funds for developing measures to help meadowland birds in the Langenselbold breeding ground (Main-Kinzig areas). The wastewater authority Abwasserverband Langen/Egelsbach/Erzhausen was also provided with financial assistance for conservation measures to protect the population of barn swallows at the Langen sewage treatment plant. Both projects were

implemented in 2013.

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

The issue of environmental protection and therefore also biodiversity is also part of the new [Code of Conduct for Suppliers](#) which has been in force since 2013.

- PDF-Download: [“Biodiversity check”](#) (only available in German)
- PDF-Download: [“Biodiversity strategy”](#)
- PDF-Download: [“Biodiversity – a building block in the direction of sustainable air traffic”](#) (only available in German)

## **Bird strike**



Collisions between aircraft and individual birds and particularly with flocks of birds are a [source of hazard](#). Since around 70 percent of all [bird strikes](#) occur at airports and in their immediate vicinity, Fraport as an airport operator is committed to keeping this risk to a minimum. Contrary to the approach at many international airports, Frankfurt focuses on a special system of biotope management. This involves minimizing or avoiding opportunities for breeding, resting and feeding. The bird strike rate in Frankfurt based on verified reports by pilots over the past thirteen years was two to a maximum of 3.5 strikes per 10,000 aircraft movements.

## **Water**



The operation of a large airport requires a great deal of water and there is consequently a large amount of wastewater. When managing the “resource water”, Fraport takes account of all aspects involved with water management. This includes managing consumption and checking the quality of the water that enters the ecosystem from the airport complex as a whole. The statutory regulations for protecting waterways are always complied with.

### **Drinking and service water**

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

We use service water in our sprinkler systems, for WC flushing and for watering landscaped areas. An almost complete service-water supply system has been installed in CargoCity South. Terminal 2 is also supplied with service water. The supply of service water in Terminal 1 will be further secured by 2016.

Over the past 13 years, the amount of service water as a proportion of total water consumption by Fraport AG at Frankfurt Airport has increased to more than 25 percent. The consumption of drinking water amounted to 864,000 cubic meters in 2013 which is equivalent to 11 liters per traffic unit. The amount of service water was 287,000 cubic meters.

### **Wastewater**

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

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

Sewage water from the northern section of the airport is purified in the water treatment plants at Frankfurt-Sindlingen and Frankfurt-Niederrad. Before the water flows into the municipal drainage system random samples are taken at confluence points. Fraport operates its own water treatment plant in the southern section of the airport. The capacity of this facility was expanded by 11,000 population equivalents [Glossarabegriff] to 100,000 PEs by the close of 2013.

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

these drainage systems.

You can find data on water consumption and wastewater at the Fraport Group by going to [indicators](#). You can find additional information on drainage systems for our takeoff and landing runways in the Group Management Report page 75.

#### Deicing of aircraft and operational areas

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

#### Groundwater monitoring

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

## Waste



The guiding principle of Fraport waste management is to avoid waste as much as possible. Where waste cannot be avoided, the aim is to recycle it. In 2013, the Fraport parent company disposed of around 26,540 tonnes of waste (excluding soil and building rubble). The proportion of hazardous waste was approximately 10 percent. The recycling rate remained at the very high level of around 84 percent. Waste. The waste is either sorted in systems and the recyclable materials are then conveyed to the recycling plant or it may be incinerated at the waste-fuelled power plant operated by the City of Frankfurt. The steam generated by the combustion is used for the production of electricity and district heating.

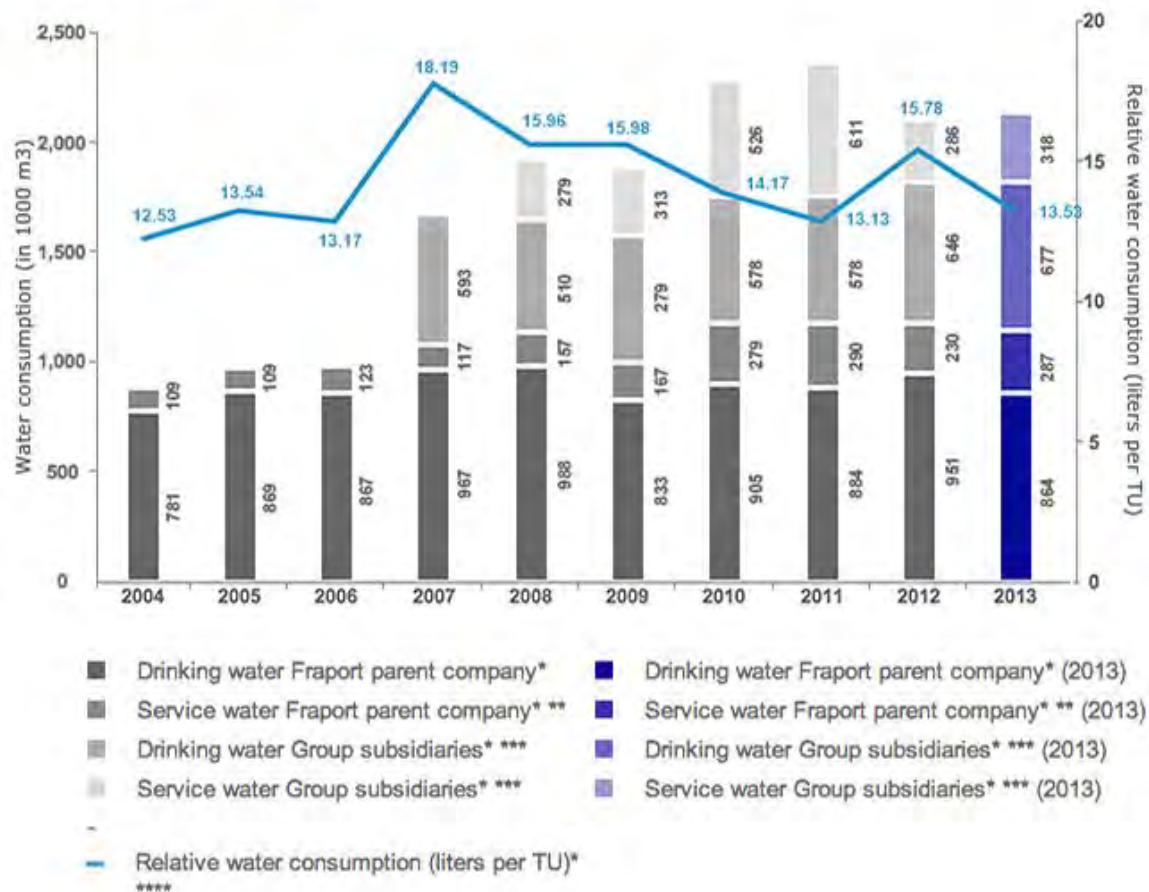
Efficient use of paper is a top priority during our routine daily work. Our objective by 2015 is to reduce the paper consumption for each employee at the Fraport parent company by 25 percent compared with 2009. One of the measures introduced for this purpose was a central printer concept with central "print points" introduced at the Frankfurt site in 2009. In 2012, the preset print option was converted from single-page to double-sided printing. The savings in paper consumption for each employee accumulated over five years amounted to around 28 percent at the end of 2013. This meant that we achieved our target in advance of the specified date.

- PDF-Download: "[From waste to raw material](#)" (only in German available)
- PDF-Download: "Current waste data" (available in May 2014)

## Indicator Total water consumption



## Total water consumption



\* Values specified from 2012

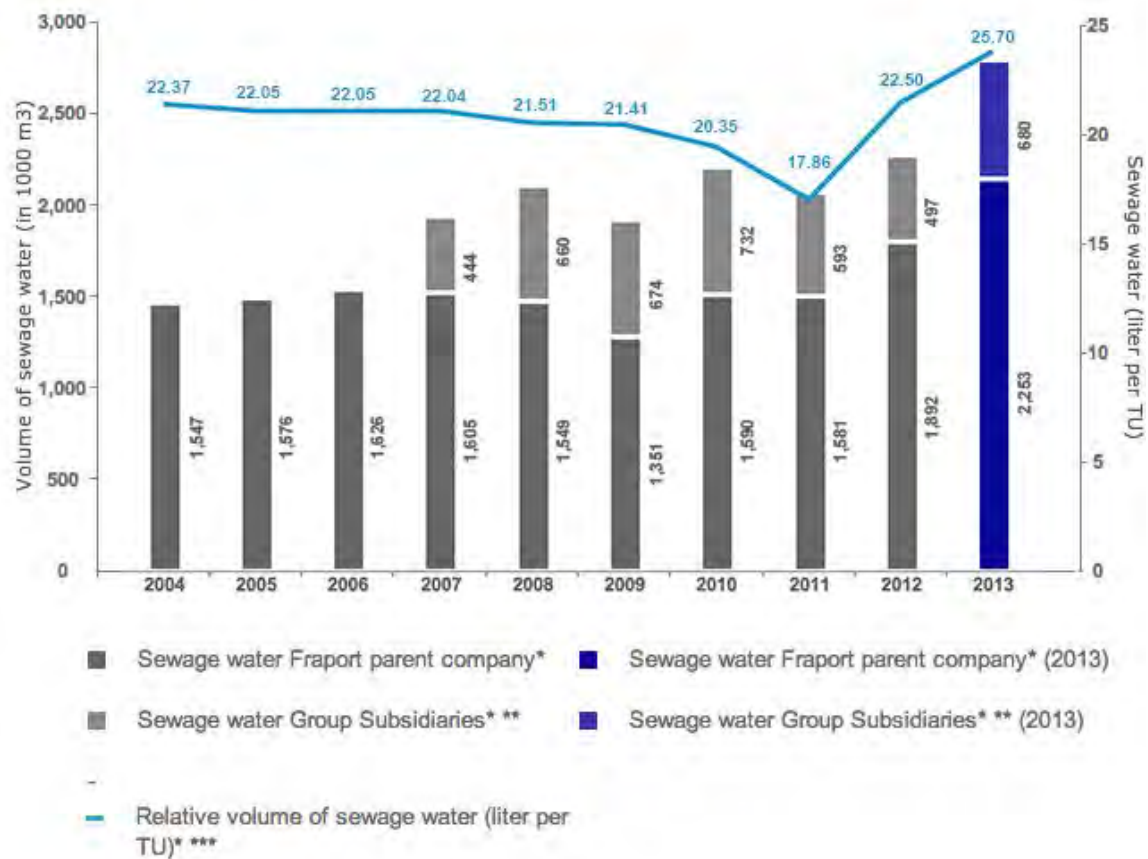
\*\* Includes partial quantities which are estimated

\*\*\* Antalya, Lima, Varna and Burgas, FCS and N\*ICE, from 2013 additionally ACS and GCS

## Indicator sewage water



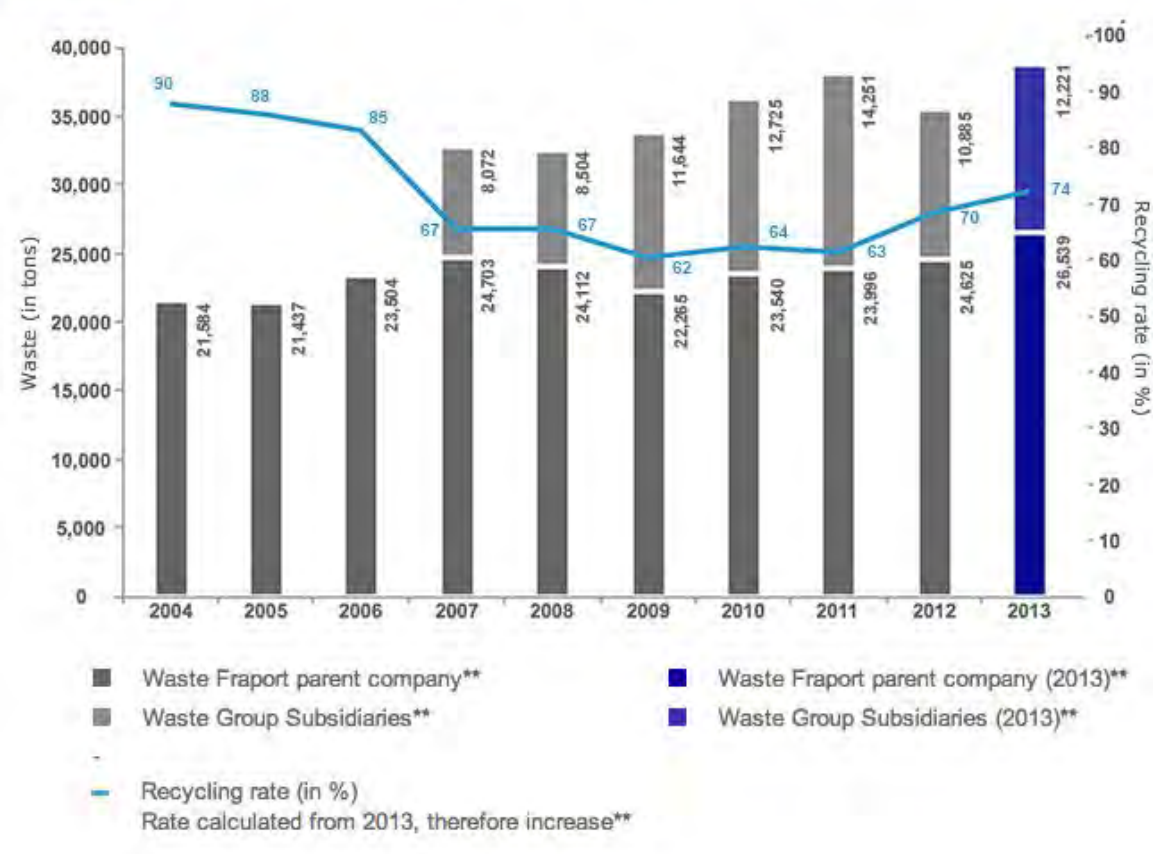
## Sewage water



Indicator amount of waste and recycling rate



## Amount of waste\* and recycling rate of Fraport parent company and the Group subsidiaries



### Best Practice example +

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

The Fraport subsidiary N\*ICE is responsible for the deicing process at Frankfurt Airport. Since Winter 2012/13 the company has been using the N\*ICE Advanced Deicing System (NAD) to reduce the quantity of deicing agent in all deicing vehicles. Using separate tanks for water and deicing agent, combined with a modern mixing system means that the deicing mixture used for deicing and anti-icing can be matched to the prevailing weather conditions. This method uses a higher proportion of water which leads overall to a 20 percent reduction in the amount of deicing agent required. N\*ICE developed the procedure for converting the deicing vehicles in cooperation with the corresponding vehicle manufacturers. There is currently a fleet of 58 deicing vehicles. All new vehicles purchased are fitted with the new procedure.

### Status of target attainment +

<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Reduction of the paper consumption per member of staff at Fraport AG by 25 % by 2015 (based on 2009)	2015	1) Central printer concept  2) Project for electronic document administration  3) Test phase for double-sided printing as a standard setting for all members of staff	All measures have been successfully implemented. The aggregated savings in paper consumption over five years amounted to around 28 % at the end of 2013.
Reduction of the consumption of drinking water by higher usage of service water (not potable) in Terminal 1 (to 38% of total amount by 2016) and in the southern zone* (50% by 2020)	2016/ 2020	Expansion of usage of service water in Terminal 1 and in the southern zone*	The measures in Terminal 1 are being implemented, measures in the southern zone are at the planning stage
Reduction in the use of aircraft deicing agent by increasing the proportion of water used for each aircraft deicing operation by 20%	2014	Equipping 49 vehicles with NAD technology (N*ICE Advanced Deicing System)	Measure was successfully implemented. All vehicles have now been converted to NAD technology.

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

You are here: Noise Abatement



## Noise Abatement

Flying facilitates worldwide mobility, epitomizes knowledge exchange and cultural transfer, and is indispensable for a flourishing national and global economy. However, if aircraft fly over urban conurbations, people living near the flight paths are negatively impacted – because approach and takeoff generates noise. Frankfurt Airport is located in the densely populated Frankfurt/Rhine-Main area – a region that has prospered economically not least due to its outstanding transport connections. At our main location in Frankfurt we operate in a field of tension. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport for Germany as an export nation and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this positive story is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the factors operating within this field of tension in our entrepreneurial actions to maximum possible effect. Our concrete goal is to keep noise levels below the levels projected in the approval procedure for the airport expansion by taking measures within the scope of [active noise abatement](#). Active noise abatement reduces the noise directly at the source or brings about improvements along the distribution pathway. [Passive noise abatement](#) is targeted toward reducing noise at the location where the noise pollution is experienced. We tackle this issue by financing building measures for noise abatement which go beyond the statutory regulations.

You are here: Noise Abatement > Active Noise Abatement



## Active Noise Abatement

Measures for active noise abatement are directed toward reducing noise directly at the source or at least making sure that they are better distributed. To this end, we cooperate closely with partners from the airline industry, the State Government and the region. We have joined forces with experts from the airline industry and the German Air Navigation Services (DFS) in the "Alliance for more Noise Abatement 2012" to develop an action plan comprising 19 measures. These include noise-reducing approach and takeoff procedures, a concept involving alternating use of runways, and financial incentives to promote the use of maximally quiet aircraft. The success of the measures is monitored using [comprehensive monitoring](#) and the results are posted on the website of the [Environmental and Neighborhood House](#). Furthermore, the expert committee Active Noise Abatement was set up within the Forum Airport and Region [Glossarabegriff]. The members of this committee comprise experts, representatives of the airline industry and residents from the local communities. The committee develops measures jointly, assesses and implements them. An overview of the most important measures is presented below:

### Noise-reducing approach procedure

In mid-2011, we were testing new procedures developed by the expert committee for a [noise-reducing landing approach](#). An advanced navigation system located on the Runway Northwest permits a steeper approach angle from a greater altitude: Since October 2012, the approach angle to this runway has been increased from 3 degrees to 3.2 degrees if the weather conditions are suitable. An initial evaluation has shown that the maximum level of noise produced has been reduced by 0.5 to 1.5 dB (A), depending on the measuring station and the type of aircraft, compared with the existing approach angle. Testing of the procedure will continue.

In October 2012, the altitude of the downwind approach routes in the north and south of Frankfurt Airport were each raised by 1,000 feet (around 304 meters). This is part of the landing approach where the aircraft is initially guided in the opposite direction before it passes through the turning areas to the west or east of the airport and enters the final approach. The minimum altitude for the downwind approach is now 6,000 feet (1,828 meters) in the north and 5,000 feet (1,524 meters) in the south. Since October 2012, turning procedures are no longer permitted over the towns of Mainz and Offenbach under normal conditions. These measures are achieving tangible reductions in noise.

### New technology for precision approach

In May 2013, Fraport concluded a joint-venture agreement with the German Air Navigation Services for installation of the Ground Based Augmentation System (GBAS) (see ["Aviation World"](#), p.7). GBAS permits precise control of the landing approach by collecting additional data about flight progress and integrating this with the satellite-based GPS data. A special feature of this system is that aircraft adopting a flight path on a curved approach at variable altitude can be guided past densely populated areas or they can cross these areas at a greater altitude. Frankfurt Airport is the first airport in Europe to be tested for GBAS. Roll-out of the system for Runway Northwest is scheduled from mid-2014 and the aim is also to replace the existing instrument landing system on the other runways. The approach glide angle could be raised on all runways from the current 3 to 3.2 degrees. However, apart from the ground equipment required to make full use of GBAS, the aircraft also need to be equipped with the appropriate equipment. At the moment, only modern

aircraft have this type of equipment, older airliners will need to be gradually upgraded.

### Test flights in the “Steeper Approach” research project

In October 2013, a further noise-reducing approach procedure was tested on Runway Northwest with test flights adopting the “Steeper Approach”. These tests were commissioned by the Forum Airport and Region [Glossarabegriff]. This approach procedure involves the aircraft remaining at an altitude of around 8,000 feet for a relatively long period of time before it commences a steeper descent (4.49) to 2,000 feet and only at this altitude adjusting to the usual landing angle of 3.0 or 3.2 degrees. The noise experienced on the ground is significantly reduced as a result of the partly substantial gains in altitude. The procedure was developed by the German Aerospace Centre (DLR) in cooperation with experienced pilots and the German Air Navigation Services. Fraport provided support for the technical development of monitoring and also carried out its own noise measurements. Before the procedure can be rolled out in regular operation, more research needs to be carried out into the basic feasibility and the environmental effects.

### Noise breaks in early operation

Fraport also makes use of the available potential for noise abatement when aircraft take off. In 2012, we rolled out the procedure for alternate use of runways Dedicated Runway Operations (DROps) in regular operations. On mornings of days with uneven dates, takeoffs are bundled on dedicated runways and individual takeoff routes between the hours of 5 and 6 a.m. The system was initially developed for night-time flying and it creates noise breaks for the residents living around the routes not being used. Since the aircraft take off on parallel runways to the west or east (according to the wind direction), there is a specific DROps system for the individual flight operation. Takeoffs from Runway 18 West are also integrated in the system.

### Noise-related airport charges

Noise-related [landing and takeoff charges](#) are another component of active noise abatement. Since 2001, Fraport has been providing an economic incentive for the use of quieter aircraft. In early 2013, we significantly increased the amount of the noise-based charge. Aircraft generating a lot of noise therefore now have to pay much higher charges than was previously the case. Defining 16 noise categories rather than the previous number of 12 and managing noise categories for landings separately from takeoffs has enabled us to provide further differentiation within the system of charges. Fraport gives aircraft with particularly noise-efficient ratings a discount of maximally ten percent. Fraport levies noise-related charges also to refinance passive noise abatement measures.

You will find additional information on active noise abatement on our company [Web site](#).

## Status of target attainment



Target	Duration	Measure	Status
Achieving a lower number of people impacted by aircraft noise than specified in the capacity expansion plan with 701,000 aircraft movements	Until full utilization of capacity	Selected runway and route use (Dedicated Runway Operations, DROps)	<ul style="list-style-type: none"> <li>Original DROps concept successfully trialed</li> <li>Measure constrained by introduction of ban on night flights</li> <li>New concept “DROps Early Morning” has been implemented in regular operation since 28 June 2013: change in runway use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>Pilot operation since 18 October 2012.</li> <li>Monitoring Program carried out by the German Aerospace Center (DLR); reductions in maximum noise levels of 0.5 to 1 db(A) measured at monitoring stations</li> </ul>
		Introduction of variable	Joint-venture contract with

		satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	German Air Navigation Services (DFS) concluded, groundbreaking ceremony on 17 October 2013 for ground station, roll-out of operation planned for 2014
Improvement in the noise situation for residents affected	2020	Expansion of the Casa 2 Program for purchasing residential properties from the core zone to transition zones I+II and by increasing the program's funds by 70 million euros to a total volume of more than 100 million euros	More than 200 properties had been purchased under the Fraport Casa Program by the end of 2013.
		Establishment of a Regional Fund to finance passive noise abatement measures for private households and eligible public institutions	The State of Hesse defined the respective funding guideline on 31 December 2012
		Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	You can find information regarding the status in the section " <a href="#">Active Noise Abatement</a> "



## Passive Noise Abatement

Passive noise abatement aims to reduce the noise level in rooms inside buildings by carrying out construction measures. Fraport meets all the existing statutory regulations in this area as they are defined in the Aircraft Noise Abatement Act (FluglärmG) in conjunction with the corresponding implementation regulations of the Federal Government and in the "Directive for Defining the Noise Abatement Area for Frankfurt Airport" from 2011. Around 86,000 households located in the surrounding area of Frankfurt Airport are entitled to submit claims for passive noise abatement measures. In the night protection zone [Glossar**begriff**], residents are able to claim for structural sound insulation in bedrooms and children's rooms and in day protection zone 1 they can additionally claim for living rooms and communal spaces. In day protection zone 1, residents can also claim for impairments of use in outdoor living areas due to aircraft noise in the form of compensation payments. However, some of the statutory claims for compensation only come into force after a waiting period of up to five years.

Measures extending beyond the statutory requirements are financed from the [Regional Fund](#) with financial resources totaling between 265 and 270 million euros set up by the Hesse State Government together with Fraport. This fund is used, for example, to bring forward construction measures required under statutory regulations but which are subject to a waiting period. The funding area for owners of residential property is based on the recommendation by the [Forum Airport and Region](#). The Program for Passive Noise Protection and the Regional Fund have jointly provided funds amounting to some 415 to 420 million euros.

Statutory payments for passive noise abatement and the Regional Fund can only be granted on application. Fraport maintains a comprehensive package of information and services on the company [Web site](#) for providing assistance to residents in determining their claims and supporting the application.

### Status of target attainment



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

			operation since 28 June 2013: change in runway use remains in place but restricted to initial operating hour
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>• Pilot operation since 18 October 2012.</li> <li>• Monitoring Program carried out by the German Aerospace Center (DLR); reductions in maximum noise levels of 0.5 to 1 db(A) measured at monitoring stations</li> </ul>
		Introduction of variable satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	Joint-venture contract with German Air Navigation Services (DFS) concluded, groundbreaking ceremony on 17 October 2013 for ground station, roll-out of operation planned for 2014
Improvement in the noise situation for residents affected	2020	Expansion of the Casa 2 Program for purchasing residential properties from the core zone to transition zones I+II and by increasing the program's funds by 70 million euros to a total volume of more than 100 million euros	More than 200 properties had been purchased under the Fraport Casa Program by the end of 2013.
		Establishment of a Regional Fund to finance passive noise abatement measures for private households and eligible public institutions	The State of Hesse defined the respective funding guideline on 31 December 2012
		Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	You can find information regarding the status in the section " <a href="#">Active Noise Abatement</a> "

You are here: Noise Abatement > Monitoring and Transparency



## Monitoring and Transparency

Fraport operates a comprehensive aircraft noise monitoring system to document noise events, identify causes and to measure progress made in noise reduction. We use a total of 28 stationary and three mobile measurement containers to measure noise in the area surrounding Frankfurt Airport.

### Online Information center and interactive FRA Map

In 2013, the German [noise abatement channel](#) on the company Web site was comprehensively restructured to refocus it on the information needs of the residents living near the airport. Fraport also used this framework to put the [FRA Map](#) online and provide a world first as an information system for aircraft noise patterns. Local residents impacted by noise and anyone else interested in finding out flight data can call up comprehensive aircraft-noise information for their particular location or place of residence on an interactive map. For example, users can find out how many planes were scheduled to fly overhead, the noise values measured over an extended period of time, and they can identify the routes being used. They can also obtain historic information on these topics. Information about areas where claims can be made for noise insulation measures can also be called up, as can information about compensation payments. Our aim is to use these tools to present the complex pattern of aircraft noise and the causal factors for local residents in a comprehensible and transparent way.

### FRA.NoM Information System

The [FRA.NoM Information System](#) (Fraport Noise Monitoring) has been on the Fraport company Web site since 2012. Fraport was the first airport operator in Germany to use its website to provide a continuous stream of information for members of the public about aircraft noise patterns around its main site. Anybody interested in finding out information can use the easily accessible Web site to track the noise level at the measuring stations in different views and in parallel observe the flight tracks of all the aircraft identified that are currently either flying toward Frankfurt or moving away from the city. Technical reasons mean that the data is displayed with a two-hour delay. Further services offered by the Web site include identification of aircraft noise events and display of the latest weather data. All the data is also available in the archive for the previous two months.

### External measurement data in the Environmental and Neighborhood House

Apart from Fraport, the communities in the surrounding area and the measuring stations operated by the Environmental and Neighborhood House (UNH) [Glossarbegriff] produce their own measuring data on aircraft noise patterns. The events are documented on the home page of the UNH. In April 2013, the UNH also opened a multimedia information center where any interested citizens, schoolchildren, students, organizations and institutions can find out information about the development of Frankfurt Airport and the local region around the airport. Current findings and results from the noise research are linked up with the history of aircraft movements in the region of the airport.

You are here: Noise Abatement > Casa Program



## Casa Program

When Frankfurt Airport started expanding, Fraport set up a compensation program to provide compensation for owners of residential property who had acquired a residential property before the zoning decision granted permission for the Runway Northwest if their property is now located in an existing flight path or in a newly designated flight path. Fraport therefore offered to make compensation payments to owners of residential properties in Raunheim if aircraft fly over their property at an altitude of less than 350 meters under the [Casa Program](#). Fraport also offered to purchase residential properties in specific areas of Flörsheim and Kelsterbach, if aircraft fly in their approach to the airport at altitudes of less than 350 meters. Initially, an offer to purchase was only made for properties located in a defined core zone. In 2012, Fraport extended the scope of the scheme under the umbrella of "Alliance for more Noise Abatement 2012" and since then it has been offering to purchase properties located in so-called transition zones. The financial commitment to these measures was topped up to more than 100 million euros for this purpose and the application deadline was extended until the end of October 2014. The subsidiary Fraport Casa GmbH was established for the purchase and subsequent management of the residential units.

- PDF-Download „[Gute Nachbarschaft als Programm – Fraport Casa2](#)“ (only available in German)

### Status of target attainment



Target	Duration	Measure	Status
Improvement in the noise situation for residents affected	2020	Expansion of the Casa 2 Program for purchasing residential properties from the core zone to transition zones I+II and by increasing the program's funds by 70 million euros to a total volume of more than 100 million euros	More than 200 properties had been purchased under the Fraport Casa Program by the end of 2013.
		Establishment of a Regional Fund to finance passive noise	The State of Hesse defined the respective funding

	abatement measures for private households and eligible public institutions	guideline on 31 December 2012
	Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures	You can find information regarding the status in the section " <a href="#">Active Noise Abatement</a> "

You are here: Noise Abatement > NORAH Noise Impact Study



## *NORAH Noise Impact Study*

Fraport participates in the NORAH Noise Impact Study primarily financed by the State of Hesse with the aim of carrying out more detailed research into the effects of aircraft noise on health and quality of life. This study is being organized by a research consortium under the management of the Ruhr University Bochum and it has been divided into three modules. Module 1 is about quality of life and noise impact from a variety of different noise sources. The views of residents living near a selection of commercial airports in Germany (Frankfurt, Berlin, Cologne-Bonn, Stuttgart) are surveyed in a series of questionnaires over a period of three years. Module 2 analyzes the health impacts of exposure to noise on the basis of parameters like blood pressure, quality of sleep and risk for defined diseases. Anonymized data from health insurance schemes are evaluated, blood-pressure measurements are taken on site and the quality of sleep is logged. Module 3 looks at the mental development and quality of life of children at elementary school whose premises are impacted by aircraft noise. The study is subject to a continual process of independent quality assurance. The final report is due to be published in 2015.

You are here: Noise Abatement > Wake Turbulence



## *Wake Turbulence*

In 2013, the issue of "Wake turbulence" became the focus of media attention. This refers to turbulence which arises during flight as a result of air-flow equalization on the wing surfaces. In certain weather conditions they can descend to the ground in a relatively stable manner over a period of several minutes. There may be a few cases of tiles being loosened from their anchor point on the roofs of buildings located in the vicinity of the airport. During the first half of 2013, there was an increased number of complaints about damage caused to roofs in the approach area of the new Runway Northwest which was either actually caused by wake turbulence or alternatively residents believed this to be the case. Fraport immediately initiated a roof inspection program at short notice carried out by accredited experts. In spring 2013, these inspectors performed visual inspections in a defined area. We also engaged the German Aerospace Center to carry out more in-depth investigations. The instances of damage reported were also published on the company Web site in anonymized form in order to increase transparency.

In May 2013, a planning addendum resolution was passed by the Hesse Ministry of Economics, Transport and Regional Development. This requires Fraport to take precautionary measures to secure the roofs of houses where the flight altitude is less than 1,100 feet (335 meters) under certain circumstances. Around 3,000 households are entitled to benefit from this precautionary measure, mainly in the communities of Flörsheim and Raunheim, and a few buildings in Neu-Isenburg, Frankfurt, Hattersheim and Kelsterbach.

You are here: Community



## Community

Fraport AG operates a leading international air transportation hub in Frankfurt and therefore makes a major contribution to the economic power and prosperity of Germany and the Frankfurt/Rhine-Main Region. With some 78,000 employees and 500 businesses\*, Frankfurt Airport is Germany's biggest local workplace. Furthermore, it creates opportunities for many thousands of additional jobs in the region. At the same time, aircraft noise impacts negatively on the people who live near the airport. Both positive and negative aspects provide the reasons for our significant social and community commitment.

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

\*Figures as of 2012; figures for 2013 were not available when this report went to press.

You are here: Community > Value Added for the Region

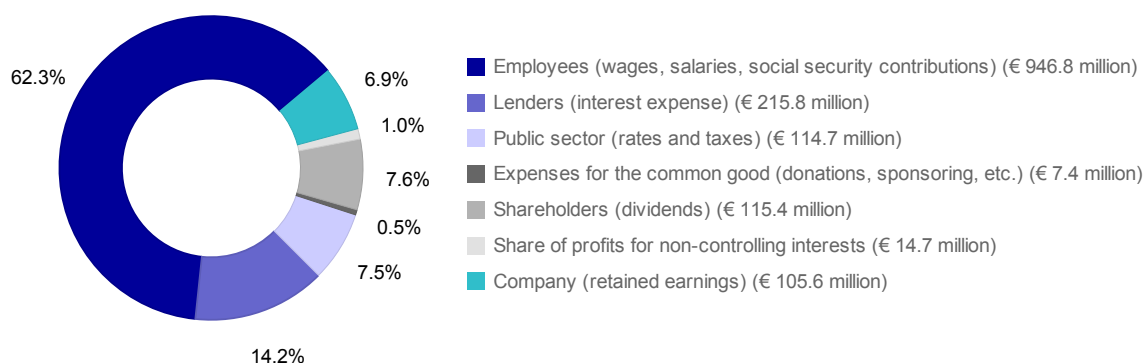


## Value Added for the Region

Fraport AG makes an important contribution to creating regional value added and social stability at its sites. In 2013, we paid our employees around 947 million euros in **wages and salaries** and deducted approximately 115 million euros in direct taxes. In the business year 2013, we generated total revenues amounting to some 2.561 billion euros.

Around 73 percent of the parent company's **order volume** (or 520 million euros out of the total volume of 714 million euros) were placed with companies in the Frankfurt/Rhine-Main Region. In this context, one should note that airport operators are "special sector" contractors that are precluded from granting preference to companies from the surrounding area when they place orders.

### Our value added



Our **Group companies abroad** make a major contribution to value added in their relevant regions, for example by paying above-average wages and salaries – compared with the pay levels in the country concerned. You will find more detailed information about the impacts on our environment in our [GRI Content Index](#).

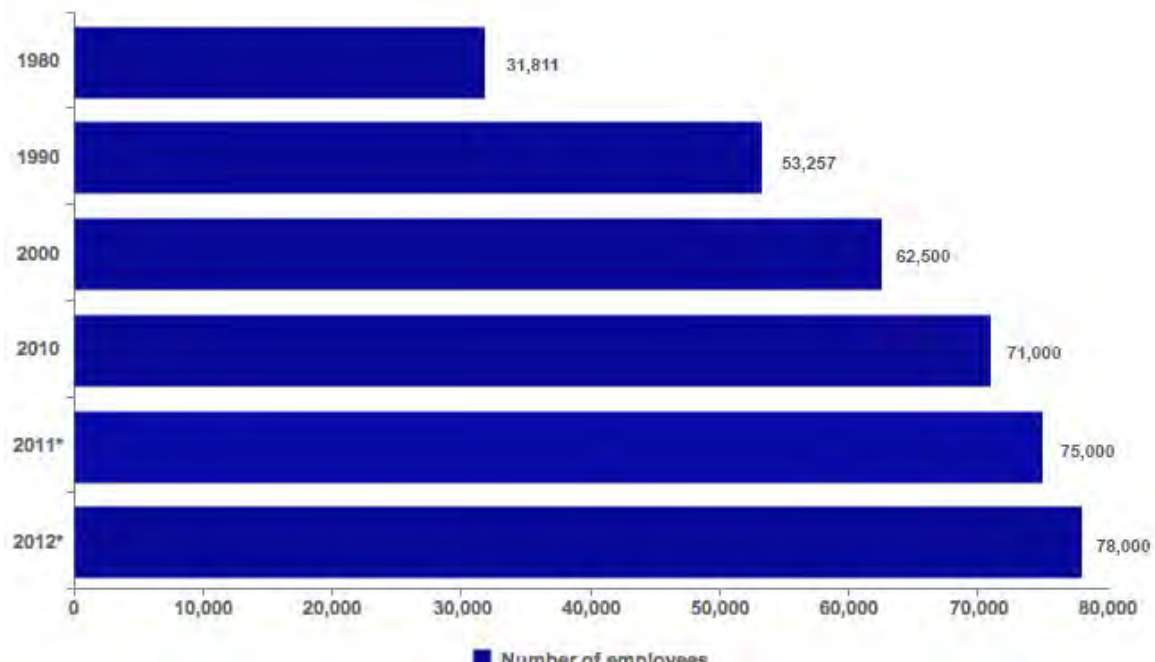
### Airport as a location factor



Frankfurt Airport is an important location factor for the Frankfurt/Rhine-Main Region. Figures from the Federal Statistical Office provide concrete evidence that freight and passenger aircraft transported exported goods worth 204 billion euros last year. 50 percent of Germany's airfreight volume is handled at Frankfurt Airport. Many export-oriented companies and a total of 500 German or European branches of major international and multinational companies have selected the

area around the airport as their location. They value the advantages of the infrastructure there and benefit from the numerous flight connections offered by the airport. These facilities allow companies to strengthen their customer relations and have a presence in global growth markets. All the companies based at the airport, including the airport operator itself and the airlines, provide additional employment stimuli in the surrounding area and attract a large number of other firms including service providers.

### **Employment development at Frankfurt Airport 1980 – 2012\***



### **Business initiative Frankfurt/Rhine-Main**

Fraport is fully integrated in the business location of Frankfurt/Rhine-Main and the surrounding metropolitan region. Activities include cooperation in the [“business initiative Frankfurt/Rhine-Main”](#) which involves a commitment by 150 businesses. As a co-founder, Fraport has been actively committed to this initiative since 1996 and provides the executive management. The initiative is directed toward making the metropolitan region of Frankfurt/Rhine-Main more attractive on a business, academic and cultural level. This will help to achieve the best possible position in competition with other locations.

One result of the cooperation is the House of Logistics competence center located at Frankfurt Airport. The business initiative is also a project partner for further development of the Rhine-Main Regional Park, the biggest project being sponsored by the Fraport Environmental Fund.

### **HOLM: Dialog between academic institutions and business**

The [House of Logistics and Mobility \(HOLM\)](#) in the Frankfurt Airport City has created a center for interdisciplinary, application-oriented project work, research, training and career development in the areas of logistics, mobility and related fields. By subsidizing HOLM, Fraport is promoting an innovative platform for dialog between academic institutions and business. This project is also being financed by the State of Hesse, the City of Frankfurt, and the transport company Rhein-Mosel Verkehrsgesellschaft mbH. Universities, companies and other institutions are able to access outstanding know-how and new forms of cooperation here. One of the aims is to create robust practical concepts for sustainable mobility.

You are here: Community > Voluntary Engagement



## Voluntary Engagement

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

Since 2003, Fraport has been supporting the association “[Luftfahrt ohne Grenzen](#)”(LOG) (Aviation without Boundaries), which organizes aid flights to disaster areas. We make donations to support the activity of the association. Fraport apprentices have the opportunity to work on this project for some weeks as they pass through different departments during their training in the company. Fraport also helps to load the aircraft which are deployed for different LOG projects. A current example is the “Syria” aid project. In August and November 2012, and in January 2013, around 200 tonnes of aid goods were transported to Adana/Turkey in cargo planes in order to provide support for Syrian refugees on the Turkish border. In November 2013, a Boeing 747 transported a total of 100 tonnes of aid goods and two power generators to help the victims of Typhoon Haiyan on the Philippines.

### Donations and sponsorship



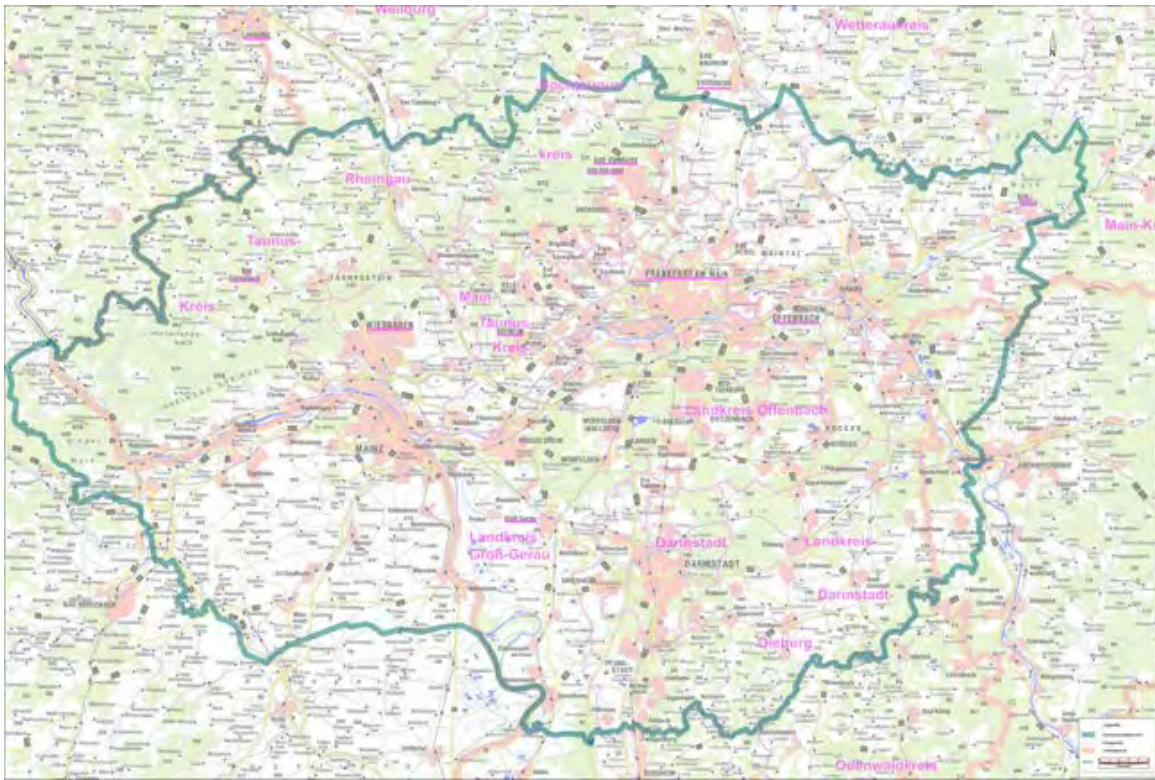
We have been providing financial support for a range of sporting, social, cultural and ecological activities around Frankfurt Airport for many years now. In 2013, we supported more than 1,500 projects with different associations and institutions through [donations or sponsorships](#). The total amount of funding came to 5.5 million euros. Some of the good causes receiving money included homes for disabled people and children with cancer, the German Bone Marrow Database, the German Red Cross, the Order of Malta ambulance corps, German Aids Relief Association, and many others. Associations, environmental organizations, local communities and other non-government organizations also have the opportunity to obtain financial support for their work from the [Fraport Environmental Fund](#).

Our commitment to donations and sponsorship in the Frankfurt/Rhine-Main Region is limited to a clearly defined region – the “Neighborhood Area”. Fraport supports projects within the designated area shown on the chart below. This area has increased in size since the new flight routes were introduced.

You can find the download for our the Neighborhood area [here](#)

#### Focuses of making donations

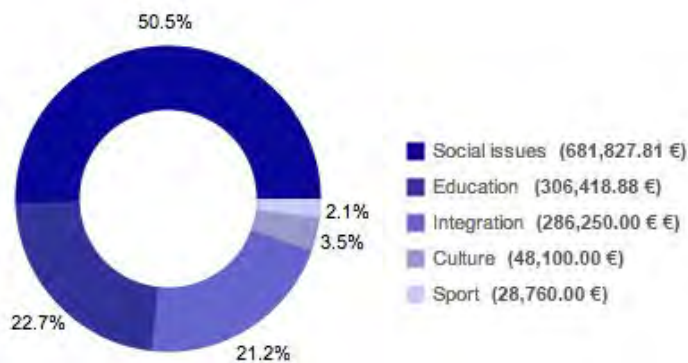
The focus of our donation activities is on the five areas of education, integration, social issues, sport and culture. The education segment is primarily concerned with funding training projects. This is not simply about communicating content. The emphasis is much more on bringing about a positive change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



In the areas of integration and social issues, Fraport finances measures that offer support to disadvantaged people or help young people to enter the world of work.

Our cooperation partners are carefully selected institutions which are applying innovative concepts. The projects we fund have a long-term perspective with the aim of achieving maximum success. We have also been engaged in sport for many years and provide support for cultural institutions and events.

### Donation segments (2013)



In 2013, Fraport once again refrained from giving presents to business partners. Instead, Fraport made a donation of 70,000 euros to charitable projects and initiative in the Frankfurt/Rhine-Main Region. A total of 1.4 million euros was donated to associations and charitable institutions.

### Sponsoring

Fraport is one of the biggest sponsors of sport and culture in the Frankfurt/Rhine-Main Region. Numerous associations, events and institutions benefit from our support totaling 4.1 million euros. Associations are today playing an increasing role in carrying out integrating and socializing functions which can frequently only be achieved with the assistance of sponsors.

Fraport is one of the **sponsors of sport** in the Frankfurt/Rhine-Main Region. It is committed to grass-roots sport and professional sport. Famous names include the FRAPORT SKYLINERS and Bundesliga soccer club Eintracht Frankfurt.

In the areas of culture and education, Fraport supports the Rheingau Music Festival and the Weiburger Schloss Concerts. Partnerships with the Frankfurt cultural institutions [Städel Museum](#), [Schirn Kunsthalle Frankfurt](#) and [Liebieghaus](#) enable us to support educational programs for children and young people. In 2013, we also provided support for the “[Weltenbummler](#)” world music concert series at the “Centralstation” venue in Darmstadt.

## Routes into the world of work



Our voluntary commitment also includes our package of measures directed toward helping people to gain career perspectives. Our projects generate value added for the Frankfurt/Rhine-Main Region and also ensure a steady supply of specialist employees for Fraport.

### Opportunities for unemployed young people – “Mobile Youth” program

Since 1999, we have been giving unemployed young people an opportunity in life by cooperating with the Employment Agency on the program “[Mobile Youth](#)” (JUMO). The aim is to provide stability in the lives of unemployed men aged between 18 and 24, with a focus on providing them with qualifications in the work process and integrate them in the world of work. The participants go through a two-year qualification program in ground handling services at Fraport and this links vocational activity with selective training measures. While the training measure is being carried out, the young people are employed at our personnel services subsidiary Airport Personal Service GmbH (APS). Since the project was launched, 265 young adults have been accepted on to the program. So far, 165 participants have been given a permanent job, 45 are currently going through the training program, and 55 young people dropped out of the program. 132 men passed the examination with the Chamber of Industry and Commerce (IHK), 39 passed the examination to qualify as a master supervisor and one has already become a team leader.

### Vocational preparation program “Ready for take-off”

Poor school grades, too many absences recorded in the reference, an unimpressive performance in an application interview – the reasons for rejection after submitting a job application are manifold. However, young people who get into this situation are often quite capable of successfully completing an apprenticeship training. Fraport has created the “[Ready for take-off](#)” program in order to develop their potential.

Fraport has been cooperating with the [Frankfurt am Main Employment Agency](#), the [Frankfurt am Main Chamber of Industry and Commerce](#) (IHK) and the [Pittler ProRegion Berufsausbildung GmbH](#) to help twelve applicants prepare for starting the world of work each year. A qualification program lasting eight months gives them the opportunity to reduce any existing deficits and prove that they are ready to take on a vocational training. The aim is also for them to learn how to address problems and develop their own initiatives to provide solutions. A condition for participating in the program is the verification of technical affinity in tests carried out by the Employment Agency and tangible motivation. The program includes practical and theoretical elements with counseling and educational support, and is accompanied by a program of regular sport.

After the young people have successfully completed the program, Fraport helps successful candidates to start a technical vocation such as a plant fitter, electronics technician, construction mechanic, mechatronics technician or firefighter. We have set a target in the sustainability program of accepting at least 75 percent of the participants for a training program.

### “New start with security”

In 2013, Fraport and the vocational rehabilitation center [Berufsförderungswerk Frankfurt am Main](#) (BFW) worked together to develop a short rehabilitation program “New Start with Security”. This is a short course lasting three to six weeks for people with physical disabilities leading to a qualification so that they can gain access to the employment market. The participants receive training in the areas of personnel and goods checking, as well as passenger screening. This gives them the opportunity of working in the security zone at the airport even though they have physical disabilities. They have the option of taking a job at Fraport or at one of its subsidiary companies. The program is scheduled to come on stream in 2014.

## Environmental Fund

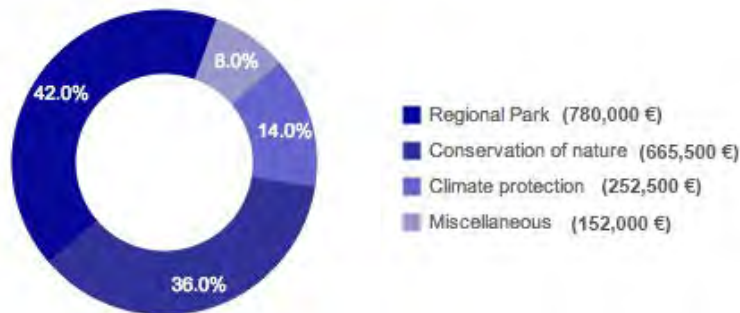


The [Fraport Environmental Fund](#) was founded in 1997. The fund provides financial support for projects promoting conservation of nature and the environment, ecological research work, and environmental education measures in the Frankfurt/Rhine-Main region. The focuses of sponsorship are climate protection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

Since the Environmental Fund was established, more than 800 projects have been sponsored with funds amounting to nearly 34 million euros. In 2013, we sponsored environmental projects with some 1.85 million euros. More than half of

the funds in the period to 2014 have been earmarked for climate protection and the preservation of biodiversity. The biggest individual project to receive funding from the Environmental Fund since 1997 is the [Rhine-Main Regional Park](#).

### **Environmental Fund 2013**



#### **Rhine-Main Regional Park**

The area around Frankfurt Airport has a great deal of different landscapes which extend a long way into densely populated areas. The non-profit organization "[Regionalpark Ballungsraum RheinMain](#)" (Regional Park Rhine-Main Conurbation) looks after and landscapes these natural areas and links them up with a network of paths. The regional park therefore makes a positive contribution to the appeal of the region. Since the Environmental Fund was established, the Rhine-Main Regional Park has received nearly 15.3 million euros to implement a range of different projects. The regional park routes are to be extended to create a network of paths almost 1,500 kilometers in length. The new routes will raise the profile of the Regional Park in the urban area and open up the natural landscapes in the region to people looking for leisure amenities in open spaces. By 2013, 220 sub-projects had been completed in around 50 local communities and signposted routes over 550 kilometers in length had been created. A circular route running for 190 kilometers around Frankfurt has already been completed linking up a total of 35 local communities with each other.

#### **"Fraport Regional Park Open"**

In June 2013, Fraport launched the second edition of the "[Fraport Regional Park Open – the Mobility Festival for vehicles with alternative drives](#)". The festival organized by Fraport and Regional Park Rhine-Main provided lots of amateurs and experts with a two-day forum for finding out about new drive technologies. They were also able to exchange ideas and talk about visions for sustainable mobility in the Frankfurt/Rhine-Main Region.

#### **Initiative "Frankfurt Garden"**

Since May 2013, Danziger Platz in Frankfurt's East End has been landscaped and revitalized. "[Frankfurter Garten e.V.](#)" has been recently set up and is one of the associations sponsored by Fraport. It launched an initiative to create a public city garden on an unsightly piece of wasteland which now has more than 50 raised beds. Fraport is therefore promoting the concept of harmonious coexistence in the city and is making a positive development toward the development of the city. This will raise awareness for the value of open spaces in urban environments.

#### **Fraport supports the Lorenz Park of the Eugen-Kaiser School in Hanau**

In January 2013, Fraport sponsored the Eugen-Kaiser School in Hanau with a grant 100,000 euros from the Environmental Fund. The grant is to set up a practice garden for apprentices in horticulture and landscaping. It has an area of 6,000 square meters and the grant is being used to create a learning landscape that allows horticulturalists and landscape designers to work in a practical training environment. Neighboring institutions like children's daycare centers and elementary schools can also use the facility as a "green classroom" for learning about environmental teaching projects. The residents living at the nearby retirement home also benefit from the "scent trail" specially created for them at the amenity.

#### **New Visitor Center at the Kühkopf-Knoblochsau Nature Conservation Area**

Fraport has provided a grant for 100,000 euros to set up a new Visitor and Information Center for the South Hesse Kühkopf-Knoblochsau Nature Conservation Area. The amenity is being developed by the State of Hesse, the district of Groß-Gerau and the surrounding local authorities. The aim is to inform visitors coming to the biggest nature conservation area in Hesse about the importance of the water meadow landscape along the banks of the River Rhine. The grant is being used to set up an exhibition in Hofgut Guntershausen. The listed building on a tributary of the Rhine near Stockstadt is being equipped with exhibition spaces, a school laboratory and seminar, workshop and lecture rooms for the new visitor center.

### **Innovative atmosphere research**

Since 2009, our Environmental Fund has been cooperating with the civil aviation industry on the [CARIBIC Project](#) carrying out research into the atmosphere. The project has a number of sponsors including Lufthansa, and Fraport has so far invested 800,000 euros since 2009.

### **Environmental education**

The Fraport Environmental Fund also promotes initiatives that focus on communicating knowledge about ecological links to children and young people. We have been cooperating with several different educational institutions on this project. Since 2007, the Environmental Fund has been financing nature trips and presentations for daycare nurseries and school classes with [Biologist Dr. Frank Reinhardt](#) and [animal ranger Petra Kipper](#). The program is free of charge for schools and nurseries within the "Neighborhood Area".

## **Foundations**



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

### **Erich-Becker Foundation**

The [Erich-Becker Foundation](#) was established in 1986 on the initiative of the former Chief Executive Officer Erich Becker under the name "Frankfurt Airport Foundation" and it was renamed in his honor in 2004. The purpose of the foundation is to promote research and academic work on the issues of air traffic, mobility and logistics. In 2012, the spectrum was augmented by focusing on sustainability and mobility in the future. The income is generated from the endowed capital of 1.53 million euros and is used to finance grants and projects, as well as prizes for special scientific achievements. By the close of 2013, the Erich-Becker Foundation had supported 754 diploma theses, 228 dissertations and 88 other projects, including 12 post-doctoral degrees (habilitations). Since 1988, the allocation of funds amounting to 2.8 million euros was approved. In 2013, the foundation is running a workshop with former scholarship holders for the third time in order to promote knowledge exchange and practical applications.

### **ProRegion Foundation**

Promoting vocational training has a long tradition at Fraport AG and its predecessor company, Flughafen Frankfurt/Main AG. Since the 1980s, sponsorship has been provided for regional training projects from company resources. In July 1999, the ProRegion Foundation was established in order to safeguard these activities and put them on a permanent and stable financial footing. The foundation has endowed assets amounting to 6.11 million euros. In 2006, the foundation took a stake of one million euros in the registered capital of Pittler ProRegion Berufsausbildung GmbH based in Langen. The foundation therefore holds nearly 45 % of the shares in the company. ProRegion primarily sponsors projects, institutions and organizations which improve the educational level and employment skills of the target group. The largest recipients of grants are located in Frankfurt am Main. In November 2013, the foundation allocated funds amounting to 65,000 euros for model projects on teaching skills in preparation for taking up the profession and gaining insights into it for the years 2014 and 2015. The foundation allocated grants totaling 519,000 euros in the year 2013.

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



Fraport employee Helmut Hofmann and other members of staff in the Group have been visiting children's homes in Hungary and Romania for many years and offering assistance there. The annual collection campaign for Christmas packages is a big tradition. Fraport employees pack gift boxes for children living in orphanages, homes for disabled children and vulnerable families in Romania and Hungary. A total of 5,710 packages were collected in 2013, not least thanks to the contribution by members of staff at state broadcaster Hessischer Rundfunk and national broadcaster ZDF, the Kaltenhof workshops for people with disabilities, and a number of nurseries and schools from the region. Hofmann transported the Christmas packages to the children in several trips. Fraport paid for the petrol required and provided some of the vehicles. Hofmann was frequently accompanied by other Fraport staff members on his journeys, including Members of the Executive Board.

## **Best Practice example**



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

In 2008, Fraport launched a joint venture entitled ZING – newspaper in elementary school (Zeitung in der Grundschule) with the IZOP Institute for Advanced Teacher Training [Glossar**begriff**] and regional newspaper "Frankfurter Neue Presse". The aim of this long-lasting cooperation is to familiarize children at elementary school with the newspaper medium and to promote the children's reading and writing skills. The cooperative projects involved the children in

finding out about the work of a journalist by carrying out their own research. We are providing 60,000 euros each year for this project over an indefinite period of time. In 2013, we continued our activities. Fraport established a ZING Workshop for 30 elementary school teachers from the region. 21 elementary classes carried out research into defined airport topics and wrote their article for "Frankfurt Neue Presse" and "Taunus Zeitung".

## Status of target attainment



Target	Duration	Measure	Status
Funding for projects supporting community development in the region, in particular in the areas of education, integration, compensation for social disadvantage and health care	2014	In 2013, more than 1,500 individual measures in the region received financial support from Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Funding of projects conserving the environment in the Frankfurt/RhineMain Region, in particular with focuses on biodiversity, climate protection and environmental education	2014	In 2013, 60 individual measures received financial support from Fraport AG through the Environmental Fund.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Improvement in access to vocational training places in the region	2020	In 2013, 31 projects in the region were financed by the Pro Region foundation of Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Funding of academic studies on the issues of air traffic and mobility	2020	In 2013, 24 academic studies and projects received financial support from the Erich Becker Foundation of Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "

You are here: Owners



## Owners

Fraport AG is a stock company (Aktiengesellschaft) in accordance with German law. The shares in the company are listed on the Frankfurt Stock Exchange and are included in the MDAX, the index for medium-sized German joint-stock companies. The biggest shareholders are the State of Hesse (31.37 percent) and Stadtwerke Frankfurt am Main Holding GmbH (20.03 percent).

Shareholder	Percentage
State of Hesse	31.37 %
Stadtwerke Frankfurt am Main Holding GmbH	20.03 %
Deutsche Lufthansa AG	8.46 %
Lazard Asset Management LLC	3.16 %
RARE Infrastructure Limited	3.06 %
Free Float	33.92 %

It is in the interests of our shareholders to continue creating assets and being successful over the long term.

You are here: Owners > Governance and Compliance



## Governance and Compliance

The target of “Ensuring Compliance” is a core element of the “[Agenda 2015](#)” which was developed on the basis of the Group vision adopted in 2004 and the targets for the Group. The strategic challenges and the measures required to master these challenges are derived from the core elements.

Sustainability Management at Fraport is based on internationally accredited standards, such as the principles of the UN Global Compact, the OECD principles [Glossar**begriff**] for multinational companies and the core labor standards of the International Labor Organization. Fraport’s own principles and internal guidelines are also binding, for example the [Fraport Corporate Governance Code](#) and the [Codes of Conduct for Employees and Suppliers](#).

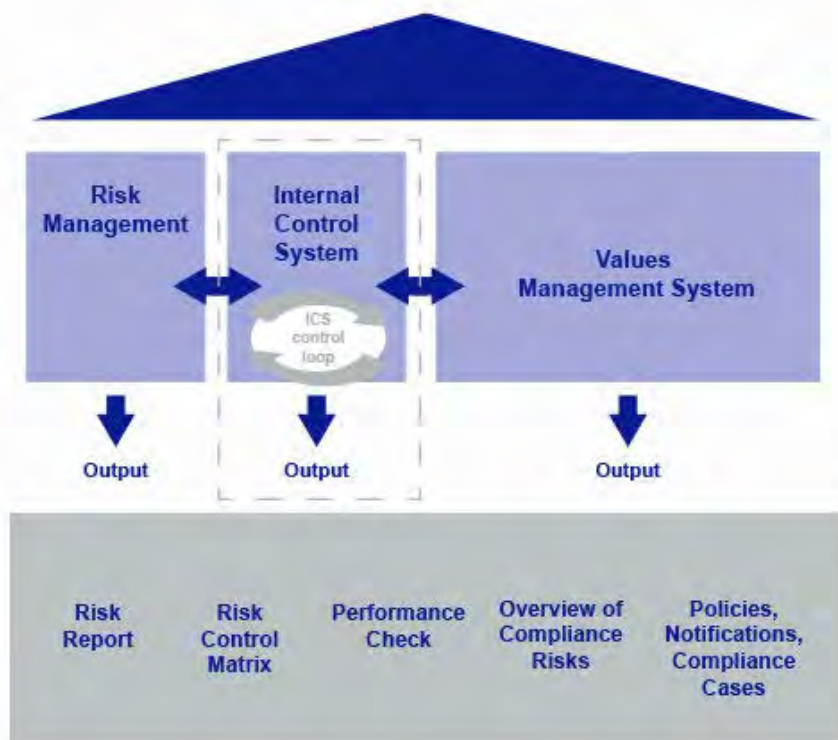
You will find a detailed Corporate Governance Report, the Report of the Supervisory Board on Corporate Governance, and the Statement on Corporate Governance pursuant to Article 289a German Commercial Code (HGB) in the [Fraport Annual Report 2013](#), page 16.

### **Risk and Compliance Management System and Internal Control System**



Modified statutory framework conditions, including the new Accounting Law Modernization Act (Bilanzmodernisierungsgesetz) and amendments to the Stock Corporation Act in Germany motivated Fraport to introduce an integrated Risk and Compliance Management System (FRisCo) in 2012. This links the existing Risk Management System with the Internal Control System (ICS) and combines with the Compliance Management System [Glossar**begriff**]. The Integrated Risk Management System adopts a risk-based approach in accordance with COSO [Glossar**begriff**] (Committee of the Sponsoring Organizations of the Treadway Commission) and covers risks in the areas of strategy, operating business, financial reporting and compliance.

FRisCo ensures targeted and efficient compliance with the statutory requirements.



The central Internal Control System is responsible for major process risks with their related controls and for monitoring their effectiveness. The system is intended to create a uniform understanding of risk within the Fraport Group and the introduction of this system was driven further forward in 2013. An important aspect in this process is the integration of the Fraport Group's international investment airports and key subsidiaries within this system.

Furthermore, the employee training sessions were continued with the aim of ensuring that the new IT system is handled correctly. You will find Information and details on the Risk Management System and the Internal Control System (ICS) in the [Fraport Annual Report 2013](#), page 67.

### Management Systems (MS)

Environment, job-safety and quality management have been merged together in an integrated Management Systems (MS) network. The objective of Management Systems at Fraport AG is to safeguard or improve the quality of all internal business processes.

Certification in conformity with the ISO 9001 international standard was already successfully completed by the Fraport parent company in 1996 with the objective of checking the effectiveness of the procedure and identifying potential for improvement. Starting in 2000, certification was expanded to additional Group companies and investments. This has resulted in an expanded certification network since 2006 which includes major subsidiaries and investments totaling 18 altogether at the present time. Internal audits safeguard the high level of the process quality. Where appropriate, improvements are discussed with the relevant process owners.

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

Fraport's majority-owned airports in Lima and Antalya have also received certification in conformity with ISO 14001. Varna and Burgas airports in Bulgaria have a joint Environmental Management System.

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

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

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

- PDF download: [“Abridged Environmental Statement 2013”](#)

The focuses of our environmental management are the issues of [climate protection](#), [air quality](#) and [conservation of nature and resources](#). In spring 2008, the Executive Board of Fraport AG adopted an environmental policy for the entire Group. It is based on a conservational approach to natural resources and commits us to conducting all our business activities in compliance with environmental sustainability. The many years of experience at Frankfurt Airport in environmental protection will benefit all Group companies at all locations, for example in the form of training courses and specialist support, including assistance on the ground.

- PDF download: [“Principles of the Environmental Policy”](#)

## Compliance and Codes of Conduct



As a company operating on the global stage, Fraport bears national and international responsibility. Fraport interprets compliance as carrying out all its business activities in accordance with the applicable legislation and statutory regulations. Compliance should be understood as risk management with a preventive focus. Because risks are avoided, conduct in accordance with the legal framework, regulatory regime and ethical principles will also be in our economic interests.

In the interests of responsible corporate governance, Fraport made a commitment to compliance with internationally accredited standards of conduct, as they are defined in the principles of the [UN Global Compact](#), the OECD principles [Glossar**b**egriff] and the [ILO core standards](#). In early 2013, Fraport published two of its own Codes of Conduct in order to establish these rules even more firmly in the company. These codes commit employees and suppliers to compliance with these fundamental principles. The “Fraport Policy” forms the overarching concept encompassing the commitments and codes covering specific subject areas for the Group.



See: [„Fraport-Policy“](#)

### **Compliance with human rights**

Fraport respects the cultural, ethnic, social, political and legal diversity of all nationals and communities. We deliberately make the diversity of our staff members a constituent element of our human-resources strategy and organizational development within the framework of [diversity management](#). The General Equal Treatment Act (AGG) forms the basis for our dealings with members of staff. All managers of Levels 1 to 4, and the employees of human-resource services receive regular training in the provisions of this law.

As a representative of the highest level in the organization, the Chief Executive Officer bears responsibility for human-rights aspects in the Fraport Group. As a result of the material importance of the subject of human rights, we have made these rights a key element of our Codes of Conduct for Employees and Suppliers which is applicable throughout the Group.

Fraport observes the fundamental right to freedom of association and the right to collective bargaining within the framework of national regulations. We are also committed to open cooperation with democratically elected employee representatives in an atmosphere of trust with the objective of obtaining a fair reconciliation of interests. In 2013, 93 percent of the employees in the Fraport Group were covered by [collective bargaining agreements](#).

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

### **From “Values Management System” to values-based compliance**

In 2007, Fraport made a commitment to the [UN Global Compact principles](#). Following on from these standards, we decided in 2012, to further develop the content of the “Values Management System” which had been primarily focused on anti-corruption measures up to that point. The new [Code of Conduct for Employees of Fraport AG](#) and the [Code of Conduct for Suppliers of Fraport AG](#) are a constituent element for the realignment of values-based compliance. Since 2012, the integrity of our (potential) business partners has been assessed as part of the due diligence audits carried out in the course of acquisition projects.

Since October 2012, the “Corporate Compliance, Values and Risk Management” (CCVRM) unit has been responsible for the development, establishment, reporting and organization of the ordinary operations of the Compliance Management System at Fraport AG. This central unit reports at regular intervals through the Chief Executive Officer to the Executive Board and the Supervisory Board about issues relating to compliance, including information from the whistleblower systems and about breaches of compliance dealt with by the CCVRM. The focus of work in 2013 was on the more intensive networking of local compliance officers within the different Fraport business segments and majority investments. The Compliance Relevance Analysis will be continued on an ongoing basis.

The Compliance Board supports the CCVRM management in the organization, operation and development of the CMS. It is the central body for networking technical and interface issues and works on handling major compliance breaches.

### **Roll-out of the Codes of Conduct for Employees and Suppliers**

Under the Fraport Policy, all our own employees and all suppliers and service providers of the Group have to comply with the standards defined in the [“Code of Conduct for Employees of Fraport AG”](#) and in the [“Code of Conduct for Suppliers of Fraport AG”](#). A total of 26 investment companies were identified where the codes could be gradually rolled out. In 2013, roll-out took place in twelve investment companies, mainly at the Frankfurt location, following the adoption of a resolution by the executive management. The roll-out at seven Group companies, including our airports in Lima, Antalya, and Varna and Burgas, is being carried out in the first quarter of 2014, while launch at the other investments is planned during the course of the year. Equivalent codes were already in place at four investment companies. The codes are not rolled out at companies, where management contracts are due to expire shortly.

### **Whistleblower systems**

Fraport has implemented a whistleblower system at many of its Group companies. The electronic and certified [whistleblower system BKMS®](#) is a tool for identifying and uncovering breaches in compliance. Fraport employees, business partners and customers have the opportunity to submit anonymous reports about irregularities around the clock using an online communication platform. Access to the system is provided through the Fraport website.

Since December 2011, an external lawyer has been working as an Ombudswoman. She accepts reports on company-related crimes, inadmissible business practices, and serious infringements of regulations. Since 2003, employees at the Frankfurt site have also had an internal ombudsperson they can turn to as a contact.

You will find further information on our whistleblower systems [here](#).

## Data protection

The Data Protection Officer (DPO) at Fraport comes under the board responsibility of the Executive Director Labor Relations. The Data Protection Officer is tasked with ensuring compliance with data protection regulations and supporting the single units and departments with implementation of compliance. The commitments include monitoring proper application of the data-processing programs used at Fraport, and making sure that the employees processing personal data are familiar with the requirements and regulations governing data protection. Since 2011, Fraport has been running a group-wide training program based on eLearning which employees can access through the Fraport Intranet.

The individual units and departments of the company have appointed Data Protection Coordinators to support the Data Protection.

In relation to the use of cameras at Fraport, the Executive Board also adopted the function of the so-called Video Officer for departments which use cameras. The Video Officer supports the Data Protection Officer in ensuring that data-protection requirements are observed when cameras and videos are used at the airport.

## Procurement

In 2013, the Fraport parent company placed orders with a total volume of 714 million euros. Around 73 percent (520 million euros) of the order volume were placed with companies in the Frankfurt/Rhine-Main area. This was the case even though Fraport as a sector contractor is precluded from granting preference to companies from the immediate area or wider region. The high proportion undoubtedly reflects the economic strength of the Frankfurt/Rhine-Main region. More than 94 percent of all orders were below a value of 10,000 euros and they are therefore categorized as supporting small and medium-sized business.

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

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

Our supplier structure analysis revealed that in 2013 we only placed two orders in so-called countries of concern [Glossarbegriff]. However, the individual reviews have not yielded any indications for breaches of our procurement criteria or the Code of Conduct for Suppliers.

### Engagement in procurement initiatives

We participated in the project "Hesse – Pioneer for a sustainable and fair procurement". As part of the project, guidelines for sustainable procurement of products and services for public-service authorities were developed. We also signed the Conduct Guidelines of the German Association for Materials Management, Purchasing and Logistics (BME) and we are making a contribution to the relevant network.

## Status of target attainment

Target	Duration	Measure	Status
Group-wide implementation of a system for integrated risk and compliance management	2012/13	Definition of strategic targets and priorities for implementation	Adoption of Compliance Management System (CMS) and GO Compliance Board in mid-March 2013. Roll-out concept for Integrated Risk and Compliance Management System (CMS) including the internal concept for Integrated Risk and Compliance Management System (CMS) including the Internal Control System for the

			<p>Group companies is in place. CMS for the Group is undergoing a legal review. Compliance relevance analysis and further development of the CMS are subject to a processing backlog due to investigations by the state prosecutor's office. Further development of the Risk Management System (RMS) in the 4th quarter of 2013.</p>
		<p>Origination and implementation of communication measures, creation of CMS structures at subsidiaries including coordination of training concepts</p>	<p>Kick-off with domestic companies in March 2013.</p> <p>Introduction of Compliance Officers at Fraport subsidiaries in September 2013. Now regular quarterly meeting. Large majority-owned subsidiaries abroad were visited and kept informed.</p>
Ensuring group-wide observance of the Fraport Code of Conduct by all members of staff	2014	<p>Raising the awareness of Fraport employees and training through e-learning and face-to-face events. Gradual introduction throughout the Group</p>	<p>Launch of training modules "Value-based Compliance" and "Culture of Trust" in February 2013. Modules for Integrated Control System (ICS) 1+2 and Code of Conduct followed in August 2013. Around 2,800 qualified employees (with learning obligation)</p> <p>Face-to-face event for managers of Fraport AG in April 2013.</p> <p>Kick-off for roll-out of Code of Conduct with the subsidiary companies in March 2013. A further 12 face-to-face events including for fire brigade over the course of the year.</p>
		<p>Development and communication of a reference standard on practical implementation of the new code</p>	<p>Drawing up an implementation strategy by March 2013, roll-out in the subsidiaries by 2014.</p> <p>Status at the end of October 2013:</p> <p>An implementation timetable was agreed with 21 subsidiary companies. Appropriate resolutions have already been passed by the</p>

			Executive Managements in 14 companies.
Firmly establishing sustainability in the corporate processes	2015	Increase in complementarity of financial and sustainability reporting. Development of joint key performance indicators (KPI)	Measures being worked out
		Regular meetings of the Sustainability Board chaired by the Chairman of the Executive Board	Three meetings in 2013
Introduction of the Fraport Code of Conduct for Suppliers	2012-2014	Publication and communication of the Code of Conduct for Suppliers	Implemented in February 2013
		Group-wide implementation in supplier management	Launched in February 2013 within implementation in supplier management of the parent company
		Audit of relevant suppliers for compliance with the Fraport Code of Conduct	Suppliers of product groups and from countries with increased risk are audited separately.
		Support for cross-sector initiatives and cooperation in these initiatives for implementation of standards	Fraport AG is committed to a number of organizations including Transparency International German Chapter and the UN Global Compact.

You are here: Owners > Value Creation



## Value Creation

We understand value added as increasing corporate value in all business areas, safeguarding and increasing profitability and maintaining financial equilibrium.

We have a specific duty to our shareholders to safeguard the economic viability of our investments. The same applies to profitable growth and the creation of positive value added over the long term, i.e. an operating result that is higher than our cost of capital. We have also defined these objectives in our [Sustainability program](#).

We operate a stable dividend policy for our shareholders and they participate in our good business performance every year. As in the past two years, the Executive Board and the Supervisory Board will again propose to shareholders at the Annual General Meeting in 2014 that a dividend of 1.25 euros per share should be paid. Retained earnings of the Group are used to finance additional investments and hence increase corporate value. We manage the development of Fraport AG in accordance with the principles of value-based management with the key core parameter of Fraport value added. You will find a detailed explanation of value-based controlling and the development of value added in the [Fraport Annual Report 2013](#), page 86.

### Fraport as a sustainable investment

Over recent years, sustainable investments which also take account of social and environmental aspects alongside economic ones have continuously gained in importance. These criteria complement the conventional factors such as profitability, liquidity and security. Analysis of the so-called ESG factors ("environment", "social" and "governance") allows us to identify long-term risks and opportunities. We make use of the knowledge derived herefrom for the benefit of our shareholders, customers and other stakeholders.

Once again, rating agencies assessed our services in the area of sustainability positively for 2013. Our membership of the [Dow Jones Sustainability Index \(DJSI\) World](#) was confirmed for the seventh time in succession. At the same time, we were again included in the DJSI Europe where we have been listed since 2009. The Dow Jones Sustainability Indexes (DJSI) are a family of share indexes which incorporate environmental and social criteria in the assessment of companies alongside economic factors. The Dow Jones Sustainability World Index (DJSI World) shows the industry-best ten percent of the world's largest 2,500 companies in the S&P Global Broad Market Index and the Dow Jones Global Total Stock Market Index. The industry-best 20 percent of the 600 biggest European companies in the S&P Global Broad Market Index are listed in the DJSI Europe.

In 2013, Fraport was again included in the [FTSE4Good-Index](#). Companies are listed in this index if they perform above average in the fields of human rights, social standards and environmental protection, and are able to continuously improve their performance. Fraport has been listed in this index since 2006.

In 2013, we were also included in the "[Ethibel EXCELLENCE Investment Register](#)". This selection of the forum ETHIBEL in conjunction with the Vigeo sustainability rating agency shows that we perform better in relation to Corporate Social

Responsibility (CSR) than the industry average.

In 2013, Fraport was again included in the [STOXX Global ESG Leaders Index](#). [Oekom Research](#) awarded "Oekom Prime Status" to Fraport. In 2013, RobecoSAM and the audit company KPMG awarded Fraport "SAM Bronze Class" in the [Sustainability Yearbook 2013](#) – one of the most comprehensive publications on the sustainability performance of companies. In early 2014, membership in the Sustainability Yearbook was confirmed.

The [Carbon-Disclosure-Project](#) is the world's leading climate reporting initiative in the finance industry. Fraport has been taking part in the Carbon Disclosure Project (CDP) since 2006. In 2010, Fraport was listed for the first time in the Carbon Disclosure Leadership Index (CDLI), comprising 30 companies at the time. Since then, membership has been confirmed on an annual basis, including 2013, when the index was rebranded as the Climate Disclosure Leadership Index (CDLI DACH) and is now made up of 36 companies from Switzerland, Austria and Germany (DAX, MDAX, ATX, SMI).

All these positive assessments form part of the personal dialogs that we engage in with our investors and potential investors. We held around 400 meetings with investors and analysts at different roadshows and conferences in 2013.

## Status of target attainment



Target	Duration	Measure	Status
Demand-oriented expansion of terminal capacities to at least 64 million passengers  Demand-oriented expansion of apron positions	By 2020	Modular realization of Terminal 3 including the necessary apron positions and taxiways	The building permit application for Terminal 3 was submitted on 17 September 2013, work is proceeding on further planning.
Increase in the net retail revenue to at least 4 euros per passenger	2017	Optimization of existing rental floor spaces and concepts, qualitative growth in the portfolio  Increase in profitability by monitoring and active management of lessees, and optimization of marketplace sector mix	Net retail revenue per passenger in 2013 : 3.60 euros  You can find further information in the section <a href="#">"Product Quality and Customer Satisfaction"</a>
Consolidating and expanding the proportion of external business in Group earnings	2020	<ul style="list-style-type: none"> <li>• Successful acquisition of airports and airport companies</li> <li>• Further development of existing subsidiaries</li> <li>• Conclusion of more consulting contract</li> </ul>	Information regarding the status is available in the Annual Report 2013, page 31.
Adjustment of airport charges to refinance infrastructure	By 2015	Conclusion of public contracts and contracts with airlines and airline associations	Charges for 2014 are increased by 2.9%; 2.9% increase also planned for 2015
Increase in airfreight revenues	2015	<ul style="list-style-type: none"> <li>• Measures to develop sales Further</li> <li>• Communication and cooperation with all parties involved</li> </ul>	Restructuring of sales organizations carried out in the relevant areas

You are here: Our International Airports



## Our International Airports

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

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

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

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

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

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

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## Antalya

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

### Antalya Airport in figures:

	2012	2013
Number of employees <sup>1</sup>	438	449
Number of passengers <sup>2</sup>	24,954,422	26,715,971
Airfreight (tonnes)	n.a.	n.a.
Aircraft movements	159,253	169,488

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

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

More information on Antalya Airport can be found [here](#).

## Environmental protection



The Environmental Management System at Antalya was certified in conformity with ISO 14001 for the first time in 2009. This system allows all environmental measures to be arranged with process-optimized planning and management. It is also possible to check whether the defined corporate targets are being attained.

### Climate protection

ICF Airports adopted a CO2 management plan in 2011. The plan involved the terminal operator consortium taking responsibility for all emission sources at the airport with the exception of fire brigade exercises. The objective is to reduce the CO2 emissions per passenger by comparison with the previous year, but at least by comparison with the previous three-year average.

By 2012, the classification in Level 3 was attained and hence the second highest level of the ACA CO2 reduction plan for airports. The Level 3 classification was again verified in May 2013. Antalya Airport is the first airport in Turkey and one of 26 European airports to be awarded this designation. In conformity with the requirements of this Level, ICF Airports records an annual overview of the material climate gas emissions at the airport and carries out dialogs on CO2 emissions with other companies located at the site. ICF Airports also supports other business partners, such as airport authorities, airlines and ground-handling companies in achieving CO2 reductions in order to further restrict the emission of gases that are damaging to the environment. In 2013, the energy supply to the terminals with electricity and stationary air-conditioning was further expanded. This meant that the use of Auxiliary Power Units (APUs) could be phased out. The result was a significant reduction in CO2 emissions.

In 2013, further potential for energy savings was exploited across the airport's portfolio of buildings by conversion to virtual servers, centralization of printers and the installation of electronic ballast units. A trigeneration power station has been in operation since 2011 resulting in significant CO2 savings. The plant makes use of the heat arising during electricity generation by gas turbines to produce steam and cold water for heating and cooling purpose and increases the efficiency to levels of up to 83 percent. The airport at Antalya is one of the few airports to install and operate a dedicated power station. The investment costs for this venture amounted to 7.3 million euros.

#### **Water and waste**

ICF Airports is dedicated to achieving maximally environmental use of natural resources.

Operation of the airport's own water treatment plant prevents pollution of the sea and contamination of the soil with wastewater. 4,500 cubic meters of wastewater are treated here each day. Monitoring of the operational integrity is carried out by a daily test of the pH value and by monthly laboratory analyses.

## **Employees**



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

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

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

Since 2013, a team has been carrying out a monthly survey to establish whether there are risks in the area of occupational health and safety. Furthermore, all employees receive regular training on these issues.

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

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

#### **Service training**

In June 2013, ICF Airports again carried out training sessions in the principles of Turkish sign language with the aim of improving the service for hearing impaired passengers. This training is directed especially toward employees who come into contact with passengers who have hearing impairments. The training sessions were headed by the Chairman of the National Federation of Turkish Hearing-impaired Persons. A total of 125 training modules were delivered.

## **Local engagement**



In 2013, ICF Airports contributed more than one million euros to support local charitable projects. ICF Airports spent a total of 950,000 euros on promoting educational programs. The Faculty of Tourism and Hotel Management of AKDENIZ University in Antalya also provided 160,000 euros in support. The "Olympos Ancient City Excavation" received around 10,000 euros of finance for their research work. This was directed toward preserving the cultural heritage of Antalya and carrying out excavations at the ancient city of Olympos, as well as supporting the 14th International Piano Festival in Antalya. Many other organizations also received small donations. Sponsorship was also provided for the "Flight Point" magazine which aims to promote tourism and culture in the region of Antalya.

#### **Non-financial engagement**

In June 2013, ICF Airports sponsored the introduction of waste recycling systems at two schools in the region and the distribution of brochures on environmental issues to approximately 1,000 schoolchildren. These activities are repeated each year at two different schools.

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## Lima

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

### Jorge Chávez International Airport in figures:

	2012	2013
Number of employees <sup>1</sup>	594	476
Number of passengers <sup>2</sup>	13,330,290 <sup>3</sup>	14,913,314
Airfreight (metric tonnes)	293,675	296,517
Aircraft movements	148,325	153,122

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

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

<sup>3</sup> Value for 2012 adjusted retrospectively

More information on Jorge Chávez International Airport Lima can be found [here](#).

## Environmental protection



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

### Climate protection

In 2013, LAP evaluated the companies based at the airport for the emissions of air pollutants from their vehicles and mobile work machines on the apron. The result was overall positive: 94 percent (target value for 2013: 90 percent) of the vehicles meet the statutory regulations. Upgrades were only required on the equipment of third parties. LAP submitted a

request in writing to these companies to take immediate measures to achieve improvement.

## Water

Due to its desert location, water supply and water disposal are extremely important for the City of Lima. LAP therefore has a mission to treat water as a resource with particular attention and care. It defined the target for 2013 of reducing the consumption of water by passengers and their companions by 3 percent per person compared to the previous year. This measure, however, proved to be unrealistic. LAP succeeded in reducing the water consumption by 1.7 percent. The objective for the year 2014 is to maintain the status quo. LAP is also regularly monitoring the quality of the groundwater, drinking water and wastewater.

## Employees



Fraport is dedicated to upholding ethical principles in dealings with its employees and has made a commitment to compliance with internationally accredited standards and principles, such as those of the [UN Global Compact](#). This was also applicable at the Lima location. In 2013, LAP also adopted the Code of Conduct introduced by Fraport for employees and suppliers in its regulatory framework and contracts. A new internal Controlling and Compliance Management System was also introduced to improve controlling for process risks and to prevent breaches of regulations. Retaining and creating jobs and modern, ethical working conditions also number among our targets, such as guaranteeing safety in the workplace and promoting the health of employees.

### Supplementary allowances

Lima Airport Partners (LAP) pays its employees at Lima Airport above-average salaries by comparison with pay levels in Peru. LAP also has a comprehensive program of voluntary supplementary allowances ("Beneficios LAP") aimed at making working conditions even more attractive. These benefits are available to all employees. The concept was once more revised in 2013 and is now called "Club LAP más por ti" (Club LAP more for you). It is made up of seven categories reflecting areas including finance, health, leisure activities and career development. The benefits include increased scope of cover for health and life insurance, transport by bus to their workplace, options for participating in fitness and sports packages, and additional free days for promoting the work-life balance. Since 2014, LAP has also been cooperating with the company GolIntegro, which provides discounts for employees and member of their families in the areas of sports, health, gastronomy and career training. Members of staff also participated financially in the business of the company in 2013.

### Occupational health and safety

After more than one year of intensive preparation, LAP received certification in compliance with the occupational management standard OHSAS 18001. This certification complements the recertifications in compliance with DIN ISO 9001 and DIN ISO 14001 also received in 2013.

Health and safety targets also formed part of the general corporate targets in 2013. These include identification of hazard risks in workplaces and the reduction of accident rates. Participation in company health safety training sessions is mandatory for all employees.

The airport's own job safety committee "Comité de Seguridad y Salud Ocupacional" (COSSO) met on a monthly basis in 2013. The functions of this committee include identifying occupational health and safety risks at Lima Airport and working out measures to promote the health of employees working at Lima Airport. The committee is made up of five employee and five employer representatives. In 2013, the traditional "Week of Quality, Environment, Safety and Security" was once again organized. More than 240 employees took part in the event – seven percent more than in the previous year. The aim is to significantly expand the scope of the event in 2014. LAP also audited 62 companies based at the airport for compliance with the statutory regulations.

### Career training

Apart from the courses specified in statutory regulations, the career training plan for 2013 included continuation and expansion of leadership training and individual training measures. Four employees received financial support to complete their Master of Business Administration or a comparable qualification. In December 2012, the Academia LAP opened and offered a large number of courses in 2013, including e-learning courses. The spectrum of courses ranges from project management courses, through English language training packages, to service training. This commitment to training was worthwhile: in 2013, Lima Airport received an award for the service orientation of its employees from the market research institute Skytrax, renowned in the international aviation sector, for the third time in succession.

## Local engagement



In 2011, LAP decided to concentrate its donation and sponsoring engagement on a major project in order to deploy its assets more effectively. The operating company is supporting "Asociación Sembrando Juntos" which runs two children's

daycare centers in Callao located in immediate vicinity of the airport. These nurseries offer pre-school places to 400 children between the ages of three and five years. The concept for the neighborhood project envisages paying for the annual school costs incurred by a class comprising 35 children as well as providing local support measures. The airport employees are released from work for one day each quarter to give support at the nursery. In 2013, the nursery was repainted. In addition, a project day at the airport was organized as well as a collection of winter clothing and a Christmas show including distribution of presents.

#### **Stakeholder engagement**

Lima Airport Partners (LAP) fosters relations with its various stakeholders and partners. The “Concession Compliance” business unit is responsible for contacts with the concession partners and the regulatory government agencies. Exchange with the airline companies takes place at monthly meetings with LAP’s individual operational business units. The airline companies have access to an LAP Helpdesk Tool to provide an additional communication channel. The independent business unit “Institutional Relationships” handles communication with government agencies such as customs, police or the immigration office. The Fraport subsidiary is assisted by external market research institutes in carrying out surveys of airlines, passengers and concessionaires twice a year. The surveys are directed toward assessing the satisfaction of their stakeholders and partners and deriving any measures necessary for improvement of processes, and quality of services and the spectrum of packages. The results are presented to the management and heads of department to work out improvement measures. The “Sistemas de Gestión” (management systems) unit checks their implementation.

The opinion of employees is integrated in the improvement processes. Since May 2013, the newly launched interactive “KANTAY” Intranet has enabled members of staff to exchange ideas and voice their opinions about matters which affect the company. Employees have also been able to use this channel to obtain a daily update on all the information relevant to the company. The staff newspaper is published every quarter as a supplement to “KANTAY” and this also stimulates communication with employees and between them. Regular company presentations and discussion forums with the Executive Board, which employees are invited to, also form part of internal communication. Every two years, LAP reviews the satisfaction of employees. The next survey will be carried out in late 2014.

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## Varna and Burgas

Since the end of 2006, the German-Bulgarian consortium made up of Fraport AG and the Bulgarian logistics company BM Star have been operating the airports in Varna and Burgas on the Bulgarian Black Sea coast. The two partners established the company Fraport Twin Star Airport Management AD to run the two airports. Fraport holds 60 percent of the shares in the company which is the biggest airport operator in Bulgaria. The concession agreement has been concluded for 35 years and provides for investments in the development of both airports. In 2013, Varna and Burgas airports each opened a new terminal. Thus, the two airports are extremely well positioned in international competition and ready for accommodating future growth. The geographical situation as the gateway to the Bulgarian coast on the Black Sea makes the airports of Varna and Burgas ideal for charter flights, airfreight traffic between east and west, and scheduled flights.

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

	2012	2013
Number of employees	704	683

### Burgas Airport in figure:

	2012	2013
Number of passengers <sup>1</sup>	2,380,536	2,480,099
Airfreight (tonnes)	2,281	2,625
Aircraft movements	18,856	18,447

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

More information on Burgas Airport can be found [here](#).

### Varna Airport in figures:

	2012	2013
Number of passengers <sup>1</sup>	1,221,468	1,319,240
Airfreight (tonnes)	33	35

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

Varna Airport remained closed from 15 October 2011 to 28 February 2012. Flights to and from Varna were handled by Burgas Airport.

More information on Varna Airport can be found [here](#).

## Environmental protection



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

### Waste

In early 2013, FTSAM introduced the separation of recyclable waste. The appropriate collection bins were installed in different areas of Varna and Burgas airports. Companies were also engaged at both airports to sort the waste generated. This reduced the amount of the waste going to landfill by twelve percent (baseline year 2012).

### Biodiversity

A project for designing and reconstructing the main entrance was launched at Varna Airport in early 2014. This involved a planting program with 37 deciduous and evergreen trees and 1,164 bushes of different species. 45 trees and 60 bushes were planted at Varna Airport in November 2013 to compensate for the removal of old and dry dead trees.

### Water

FTSAM has also defined the target of taking a responsible approach to water management. This includes treatment of precipitation water which may contain aircraft deicing agents during snowy or frosty weather. In February 2014, a special tank was installed to collect the deicing agent dripping down from aircraft. The Fraport subsidiary mainly uses an environmentally friendly agent based on calcium acetate or sodium formate for deicing purposes. A different agent is used at temperatures below 8.5 °C due to its greater effectiveness in deicing.

At the start of 2012, the necessary renovation of the landing runway at Varna was carried out at a cost of 20 million euros and a runway drainage system was installed. The surface was designed so that the precipitation water flows into the drainage system on the left and right of the runway. It is then conducted into the existing wastewater system. This allows large amounts of water to be collected and drained in conformity with environmental standards.

Measures have been instituted to prevent fuel spillages at Burgas Airport. All existing fuel tanks were therefore replaced by new double-floor tanks by the end of 2013.

## Employees



At our airports in Varna and Burgas, we are committed to compliance with internationally acknowledged standards and principles, such as the UN Global Compact. The focus issues of our human resources policy include career training for our employees, as well as safety and security in the workplace and in health promotion. At the beginning of 2014, FTSAM included the Code of Conduct for Employees and Suppliers introduced by Fraport in its regulatory framework and contracts.

### Occupational safety

In 2011, FTSAM assessed the risk factors related to individual workplaces. A risk management program was derived from these assessments in 2012. The program categorizes risks on the basis of their relevance, analyzes their causes and identifies potential initiatives for solutions. The resulting measures are implemented in a campaign calendar planned over two years. The risk factors were reassessed in March 2013. This allows different groups of employees at risk to be identified. Specific factors of the working environment can also be examined. The Occupational Medical Service (OMS) can work together with managers using this as a platform for reassessing occupational safety at the two airports.

Since 2013, training sessions have also been held dealing with special hazards at the workplace. This training provides instruction on, for example, correct use of protective gear and special workwear. The number and comprehensiveness of training sessions depend on the seriousness of hazards related to an individual workplace and the specific requirements of work.

### **Health promotion**

The operating company of Varna and Burgas Airports offers a range of health-oriented initiatives for employees, including presentations on health issues. A social-welfare program covers employees if they have health problems or after the birth of a child, and health-insurance benefits are supplemented with therapeutic and rehabilitation benefits and by hospital care. We also intensified health screening of individual staff members and used the results to identify risk groups for specific diseases. The health status of these employees is regularly reviewed.

FTSAM has also taken measures to reduce the level of back injuries suffered by employees. In 2013, three new vacuum lifters were installed in Terminal 2 at Burgas and existing lifting devices were replaced. This should reduce the proportion of manual baggage handling.

A staff survey carried out in 2012 was intended to provide information on factors that cause psychosocial stress in the workplace. The results of the survey are being used to develop a prevention program to promote the health of employees. The initial results were available in 2013. The results of the analysis that have been available since late 2013 demonstrate that there is a good psychosocial climate among the workforce. The majority of the employees are satisfied with their working environment. No negative developments, workplace conflicts or low levels of motivation among employees could be identified. FTSAM believes that this result is due to the success of the prevention program which was already implemented during the course of 2013. This includes more emphasis on work-life balance and reduced working time for particularly strenuous duties. All the measures are reviewed annually on the basis of the previous year's results and medical examinations of the employees.

## **Local engagement**



FTSAM engages in a comprehensive program in the regions around the Varna and Burgas sites. Annual donation and collection campaigns were again carried out at the terminals in 2013. They collected money for children and young people living in orphanages and social welfare centers. A festival was held at Varna Airport to celebrate the International Children's Day. The Fraport subsidiary also marked the day by distributing gifts to children at orphanages in Varna and Burgas. The employees at FTSAM also participated in blood donation campaigns.

The promotion of culture and development in the tourism industry in the region are also supported by FTSAM. In the summer of 2013, there were information stands and exhibitions presenting the local tourism amenities in the terminals of both airports.

### **Aircraft noise monitoring and noise abatement**

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

FTSAM is providing financial support for the construction of a sound abatement wall which is scheduled for completion by 2015. The objective is to reduce the amount of noise from Burgas Airport impacting on the neighboring town of Sarafo.

## Glossary

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

COSO II	The COSO Enterprise Risk Management Framework (COSO II) is a model for qualitative improvement of financial reporting through ethical actions, effective internal checks and balances, and good corporate governance. It is used for the establishment and assessment of risk management and internal control systems. COSO II was developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 1985, a voluntary private organization based in the USA.
Countries of Concern	According to the definition of FTSE4Good Ratings, a list of countries with the biggest risks relating to the abuse of human rights. This list is drawn up periodically by the EIRIS rating agency.
Critical parts	Critical parts are parts of the security zone in the airport, such as the apron or the gate areas inside the airport, where people are screened at entry check points.
DACH Region – Germany Austria Switzerland	The concept of “DACH” or the D-A-C-H Region represents the German-speaking area comprising Germany, Austria and Switzerland. It therefore covers the biggest contiguous region where German is spoken. The abbreviation “DACH” is made up of the country abbreviations used on national car licence plates of the three countries (D for Germany (Deutschland), A for Austria (Österreich) and CH for Switzerland (Confederatio Helvetica – Swiss Confederation)).
Diversity	Variety among the employees of a company in relation to gender, ethnic origin, nationality, age, religious affiliation, beliefs, physical impairment and sexual orientation.
Dow Jones Sustainability Index (DJSI)	This important index for sustainability only lists companies which act as an exemplary role model for their sustainable corporate governance in accordance with the criteria of economy, ecology and commitment in the social and cultural sphere.
EMAS	The Eco Management and Audit Scheme is a system developed by the European Union for voluntary environmental management and environmental performance. This is an instrument for companies and organizations who want to continuously improve their environmental performance.
Emission Trading Scheme (ETS)	An instrument of the European Union (EU) that contributes to reducing the emission of greenhouse gases in the EU efficiently, cost-effectively and economically.
Environmental and Neighborhood House	Umwelt- und Nachbarschaftshaus. Information center which manages the affairs of the “Forum Airport and Region” (FFR) with the aim of continuously improving communication and cooperation between Frankfurt Airport, its users and the local residents.
EUROCONTROL	An international organization with the task of coordinating air traffic in Europe centrally. The aim is to develop a maximally efficient air traffic control system in Europe.
Federal Association of the German Air Transport Industry	Bundesverband der Deutschen Luftverkehrswirtschaft (BDL) is an umbrella association of the German aviation industry and lobbyist, representing the interests of the industry to politicians, media and the general public. Members of the association include airlines, airports, the German Air Navigation Services (DFS), associations and service providers in the aviation industry.

Forum Airport and Region	Forum Flughafen und Region (FFR). This forum addresses issues connected with the expansion of Frankfurt Airport, the air-traffic industry and the development of noise. The objective is to engage in establishing a constructive dialog with the region about the development of the airport.
Fraport Academy	Training institution of Fraport AG which provides targeted and needs-based career development and promotion for technical staff and managers.
Fraport College	Training institution of Fraport AG which ensures that the needs of the next generation of employees are met during their basic vocational training and for the retention and expansion of skills which enable them to climb the career ladder.
FraSec	FraSec Fraport Security Services GmbH. A subsidiary of Fraport AG which provides safety, security and other services for passengers, personnel and airlines at Frankfurt Airport and Frankfurt Hahn Airport.
FTSE4Good	One of the most important sustainability indexes, launched by the Financial Times and the London Stock Exchange in 2001. Companies are listed in this index if they demonstrate above-average performance in the fields of human rights, social standards and environmental protection and continually improve their performance.
General Equal Opportunities Act	Allgemeines Gleichbehandlungsgesetz (AGG). An act to remove or prevent any disadvantages on account of race, ethnic origin, gender, religion or beliefs, disablement, age or sexual orientation.
Geothermy	Use of geothermal power (natural heat of the earth) to generate energy.
German Sustainability Building Council	Deutsche Gesellschaft für nachhaltiges Bauen (DGNB). The mission of this council is to develop and promote initiatives and solutions for sustainable construction, use and planning of buildings.
Germany Energy Saving Directive	Energie-Einspar-Verordnung (EnEV). This directive is part of German building legislation and defines standards for property developers relating to energy-saving heat insulation and energy-saving system technology in buildings. The last amendment came into force on 1 October 2009.
Greenhouse Gas (GHG) Protocol und Scopes	The Greenhouse Gas Protocol develops internationally recognized reporting standards for reporting greenhouse gas emissions generated by companies. The emissions are classified into three so-called "Scopes" on the basis of their origin.
Hub	A "hub-and-spoke" system connecting up different modes of transport. A "hub" in air transport is a "transfer airport" or a center in the network of an airline company or alliance of companies.
IATA	The "International Air Transport Association" is the industry trade association for the world's airlines, representing some 240 airlines or 84% of total air traffic.
International Civil Aviation Organization (ICAO)	A special body of the United Nations. It is charged with establishing uniform standards for international aviation safety, security, continuity and efficiency, and developing them on an ongoing basis.

ISO 9001	The ISO 9001 standard defines specifications for a quality management system which can be used for internal applications by organizations or for certification or contractual purposes. ISO 9001 is directed toward promoting the effectiveness of the quality management system in fulfilling customers' requirements.
IZOP Institute for Advanced Teacher Training	Institute based in Aachen which focuses on media education in schools.
Life Cycle Costing (LCC)	Tool for controlling the processes and costs involved in planning, constructing, operating and maintaining buildings over their entire life cycle.
Minimum Connecting Time	Parameter used with transfers to connecting flights which specifies the minimum time between the landing of a flight to the start of the connecting flight for a passenger to be able to connect with this flight.
Mixed work	Mixed work describes rotation of employees between workplaces involving different tasks. This concept is primarily used in operating business units.
Moderated knowledge transfer	Transfer of implicit (experience-based) knowledge. This knowledge is recorded in moderated meetings and made available to successors in a structured and visually appealing presentation.
NGO	Non-Governmental Organizations are interest groups made up of individuals and lobby groups which often lobby about environmental and social issues.
Noise abatement zones	Noise abatement zones are areas defined around airports on the basis of the Aircraft Noise Abatement Act (FluLärmG). They include day protection zones 1 and 2, and the night protection zone. The classification is defined in accordance with a modified equivalent continuous sound level (Leq).
NORAH	Noise-Related Annoyance, Cognition, and Health. Study looking into the effects of noise from aircraft, rail and road traffic on the health and quality of life of the impacted residential population.
Occupational safety	The concept of occupational safety includes all measures, resources and methods for protecting members of staff against work-related health and safety hazards. The aims are to prevent accidents and protect employees. Occupational safety relates to the safety of employees while they are carrying out their routine activities at work every day. Occupational safety is a constituent element of job safety (workplace safety) as defined in the German Health and Safety Act (Arbeitsschutzgesetz) which lays down measures to prevent accidents at work and work-related health hazards, including measures for structuring work in accordance with the principles of human rights.
OECD Guidelines	The OECD Guidelines for multinational companies rank among the most powerful tools worldwide for promoting responsible corporate governance. They include a Code of Conduct for foreign investments and cooperation with suppliers worldwide. They also give companies guidance on dealing with unions, combatting corruption and for measures to protect the environment and consumers.
OHSAS 18001	Internationally recognized specification for occupational health and safety management systems. This is compatible with ISO 9001 and ISO 14001, and supports the company in efficiently fulfilling its commitments to occupational health and safety in the workplace.

Ombudswoman	The key function of the ombudswoman (external lawyer) is to receive confidentially any information about criminal activities relating to the company and inadmissible business practices to the detriment of the company. The ombudswoman provides an additional contact partner outside the company for a whistleblower, who would not necessarily like to take his or her concerns to the in-house offices responsible for such matters. The ombudswoman is committed to the attorney client privilege and therefore has an obligation to confidentiality.
Photovoltaics	Direct conversion of radiation energy, primarily solar energy, into electrical energy. Photovoltaic cells are used to generate electricity and are found mainly on roofs, at parking meters, in pocket calculators, at noise abatement walls or in open spaces.
Population equivalent	Represents the amount of oxygen required by the wastewater produced by one person in one day (measured as the BOD or Biochemical Oxygen Demand).
Preconditioned Air (PCA)	Stationary air-conditioning for aircraft in the parking position allows the aircraft's own Auxiliary Power Units to be switched off and avoid the impact of noise and airborne pollutants.
Punctuality rate	Percentage share of punctual departures and arrivals of all air traffic.
Ranking and favorability principle	Within a legal stage, the more specific regulation takes precedence before the more general provision and a more recent regulation replaces the older regulation, if the same legal issue is involved.
Safety Management System (SMS)	Setting up a Safety Management System (SMS) is mandatory in civil aviation. The SMS is intended to ensure that the overall safety level of an airport is continuously improved.
Single European Sky (SES)	Initiative launched by the EU to create a uniform European airspace. The aim is to reduce the divisive effects of national borders and interests and to standardize traffic flows, air-traffic controller licenses, and technology.
Stakeholders	Persons or groups who are directly or indirectly affected by the activities of a company and are able to exert an influence on the activities of the company.
UN Global Compact	Initiative of the UN with the aim of structuring globalization to be more ecological and social. Participating companies make a commitment to firmly establish the ten principles of the Global Compact in their actions.

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## Indicators

The financial figures in this report correspond with the data provided in the [Annual Report 2013](#). Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2013 in accordance with the standards published by the [International Accounting Standards Board \(IASB\)](#).

The financial, personnel and environmental indicators at Group level are determined using an SAP-based application. The same method of calculation is used for all these data. Details of any different survey methods are indicated in individual cases.

The circle of consolidated Group companies is reconciled to the financial data for purposes of determining the Group personnel indicators. Accordingly, we include the Fraport parent company and all the affiliated companies in full, and joint venture companies are included on a proportionate basis. Minority-owned subsidiaries are not included in the Group personnel data. The environmental data for the Group are collected for the Fraport parent company, the fully consolidated subsidiaries exerting material environmental effects at the Frankfurt site (2009 to 2012: N\*ICE and FCS; from 2013: N\*ICE, FCS, GCS, ACS) and major Group airports (2009 to 2013: Varna, Burgas, Lima, Antalya). The data for the circle of consolidated companies deviating from this between the years 2009 to 2012 were not adjusted retrospectively.

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

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

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## Financials

### Aspect: Economic performance

#### EC1 Directly generated and distributed economic value



<b>Revenue and earnings</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Group</b>						
<b>Income statement</b>						
Revenue	€ million	2,010.3	2,194.6	2,371.2	2,442.0	2,561.4
Change in work-in-progress	€ million	0.9	0.4	0.4	0.5	0.6
Other internal work capitalized	€ million	39.1	36.9	40.3	44.0	35.1
Other operating income <sup>1</sup>	€ million	45.3	52.1	40.9	55.8	34.3
<b>Total revenue</b>	€ million	<b>2,095.6</b>	<b>2,284.0</b>	<b>2,452.8</b>	<b>2,542.3</b>	<b>2,631.4</b>
Cost of materials	€ million	-471.6	-491.1	-541.1	-558.1	-613.0
Personnel expenses <sup>1</sup>	€ million	-866.9	-880.4	-906.3	-942.9	-946.8
Other operating expenses	€ million	-187.4	-201.9	-203.1	-192.6	-191.4
<b>Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)</b>	€ million	<b>569.7</b>	<b>710.6</b>	<b>802.3</b>	<b>848.7</b>	<b>880.2</b>
Depreciation and amortization	€ million	-268.8	-279.7	-305.7	-352.7	-352.1
<b>Operating result (EBIT)</b>	€ million	<b>300.9</b>	<b>430.9</b>	<b>496.6</b>	<b>496.0</b>	<b>528.1</b>
Financial result	€ million	-106.4	-152.2	-149.3	-131.9	-187.4
<b>Result from ordinary operations (EBT)</b>	€ million	<b>194.5</b>	<b>278.7</b>	<b>347.3</b>	<b>364.1</b>	<b>340.7</b>
Taxes on income <sup>1</sup>	€ million	-42.5	-7.2	-96.5	-112.6	-105.0
<b>Group result</b>	€ million	<b>152.0</b>	<b>271.5</b>	<b>250.8</b>	<b>251.5</b>	<b>235.7</b>
Profit attributable to minority interests	€ million	5.6	8.6	10.4	13.3	14.7
<b>Profit attributable to equity holders of Fraport AG</b>	€ million	<b>146.4</b>	<b>262.9</b>	<b>240.4</b>	<b>238.2</b>	<b>221.0</b>
<b>Segments share</b>						
<b>Revenue</b>						
Aviation <sup>1</sup>	Share in Group revenue in %	34.1	31.6	32.7	33.7	33.0
Retail & Real Estate <sup>1</sup>	Share in Group revenue in %	18.0	18.4	18.8	18.5	18.3
Ground Handling <sup>1</sup>	Share in Group revenue in %	30.8	30.0	27.6	26.6	25.6
External Activities & Services <sup>1</sup>	Share in Group revenue in %	17.1	20.0	20.9	21.2	23.1

**Earnings before Interest, Taxes,  
Depreciation and Amortization  
(EBITDA)**

Aviation <sup>1</sup>	Share in Group revenue in %	20.6	18.5	23.4	23.8	<b>23.3</b>
Retail & Real Estate <sup>1</sup>	Share in Group revenue in %	49.6	41.5	38.1	39.5	<b>39.9</b>
Ground Handling <sup>1</sup>	Share in Group revenue in %	2.5	6.2	6.8	4.4	<b>4.3</b>
External Activities & Services <sup>1</sup>	Share in Group revenue in %	27.3	33.8	31.7	32.3	<b>32.5</b>
<b>Operating result (EBIT)</b>						
Aviation <sup>1</sup>	Share in Group EBITDA in %	13.7	13.1	19.4	16.0	<b>16.7</b>
Retail & Real Estate <sup>1</sup>	Share in Group EBITDA in %	74.8	52.9	46.7	51.0	<b>50.7</b>
Ground Handling <sup>1</sup>	Share in Group EBITDA in %	-13.3	2.5	4.1	-0.2	<b>-0.4</b>
External Activities & Services <sup>1</sup>	Share in Group EBITDA in %	24.8	31.5	29.8	33.2	<b>33.0</b>

**Cash flow and investments**

	Unit	2009	2010	2011	2012	2013
<b>Group</b>						
Operativer Cash flow	€ million	426.5	567.5	618.8	553.0	<b>574.8</b>
Capital expenditure	€ million	1,438.3	1,033.9	1,440.2	1,059.7	<b>661.9</b>
Free Cash flow	€ million	-711.4	-291.1	-350.1	-162.4	<b>73.1</b>

**Statement of financial  
position**

	Unit	2009	2010	2011	2012	2013
<b>Group</b>						
Shareholders' equity <sup>1</sup>	€ million	2,557.8	2,739.3	2,850.8	2,948.2	<b>3,098.8</b>
Liabilities	€ million	6,307.4	6,431.2	6,373.6	6,692.4	<b>6,424.6</b>
Fraport assets	€ million	3,820.2	4,019.7	4,447.3	5,152.3	<b>5,545.3</b>

**Profitability**

	Unit	2009	2010	2011	2012	2013
<b>Group</b>						
Return on revenue <sup>1</sup>	EBT in % of revenue	9.7	12.7	14.6	14.9	<b>13.3</b>
EBITDA margin <sup>1</sup>	EBT in % of revenue	28.3	32.4	33.8	34.8	<b>34.4</b>
EBIT margin <sup>1</sup>	EBT in % of revenue	15.0	19.6	20.9	20.4	<b>20.6</b>
Return on Fraport assets (ROFRA) <sup>1</sup>	EBIT in % of Fraport assets	7.9	10.7	11.2	9.6	<b>9.5</b>

**Value added statement**

	Unit	2009	2010	2011	2012	2013
<b>Group<sup>2</sup></b>						
Generation of value added						

Corporate performance <sup>1</sup>	€ million	2,095.6	2,284.0	2,452.8	2,542.3	<b>2,631.4</b>
Advance payments	€ million	-609.8	-644.7	-687.7	-642.0	<b>-758.9</b>
Cost of materials	€ million	-471.6	-491.1	-541.1	-558.1	<b>-613.0</b>
Other expenses	€ million	-138.2	-153.6	-146.6	-83.9	<b>-145.9</b>
<b>Gross value added</b>	€ million	<b>1,485.8</b>	<b>1,639.3</b>	<b>1,765.1</b>	<b>1,900.3</b>	<b>1,872.5</b>
Depreciation and amortization	€ million	-268.8	-279.7	-305.7	-352.7	<b>-352.1</b>
<b>Net value added</b>	€ million	<b>1,217.0</b>	<b>1,359.6</b>	<b>1,459.4</b>	<b>1,547.6</b>	<b>1,520.4</b>
<b>Distribution of value added according to stakeholder group</b>						
Employees (wages, salaries, social security deductions) <sup>1</sup>	€ million	866.9	880.4	906.3	942.9	<b>946.8</b>
Lenders (interest expense)	€ million	140.3	182.5	191.7	226.7	<b>215.8</b>
State (deductions, taxes) <sup>1</sup>	€ million	49.1	16.4	102.0	118.4	<b>114.7</b>
Expenses for the community (donations, sponsoring, etc.) <sup>3</sup>	€ million	8.7	8.8	8.6	8.1	<b>7.4</b>
Shareholders (dividends) <sup>4</sup>	€ million	106.2	115.6	115.4	115.5	<b>115.4</b>
Profit attributable to minority shareholders	€ million	5.6	8.6	10.4	13.3	<b>14.7</b>
Company (retained earnings) <sup>1</sup>	€ million	40.2	147.3	125.0	122.7	<b>105.6</b>

<sup>1</sup> Values for 2012 are adjusted to take account of the retrospective first-time application of IAS 19R.

<sup>2</sup> The figures are not presented separately by countries, regions or specific markets, because the Group sites other than Frankfurt should not be regarded as significant in relation to their share in the total workforce (90 % of the Group employees work at the Frankfurt site) but also in regard to their total income, costs and payments.

<sup>3</sup> Value for 2009 is adjusted.

<sup>4</sup> Proposed dividend (2013)

### EC3 Scope of company's social benefits



<b>EC3 Scope of company's social benefits</b>	Unit	2009	2010	2011	2012	2013
Social security and welfare expenses	€ million	127.0	133.0	134.3	137.1	<b>137.3</b>
Pension expenses <sup>1</sup>	€ million	40.0	39.9	39.9	41.6	<b>42.8</b>

<sup>1</sup> Values for 2012 are adjusted to take account of the retrospective first-time application of IAS 19R.

### EC4 Significant financial government grants and subsidies



<b>EC4 Significant financial government grants and subsidies</b>		2009	2010	2011	2012	2013
Subsidies received	€ million	0	0	0	0	<b>0</b>

## Aspect: Market presence

### A01 Passengers



<b>AO1 Passengers</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Group (airports)<sup>1, 4, 5, 6</sup></b>						
<b>Passengers (total)<sup>9</sup></b>	Mio	-	-	<b>40.20</b>	<b>40.63</b>	<b>44.15</b>
Arriving passengers (total) <sup>7</sup>	Mio	-	-	20.31	20.60	22.35
Departing passengers (total) <sup>7</sup>	Mio	-	-	19.88	20.03	21.80
<b>Domestic passengers</b>	Mio	-	-	<b>10.33</b>	<b>11.64</b>	<b>13.09</b>
Arriving passengers (domestic)	Mio	-	-	5.30	6.01	6.75
Departing passengers (domestic)	Mio	-	-	5.04	5.63	6.34
<b>International passengers</b>	Mio	-	-	<b>29.86</b>	<b>29.02</b>	<b>31.09</b>
Arriving passengers (international) <sup>8</sup>	Mio	-	-	15.02	14.59	15.62
Departing passengers (international) <sup>8</sup>	Mio	-	-	14.84	14.40	15.48
<b>Frankfurt Airport<sup>6</sup></b>						
<b>Passengers (total)<sup>2</sup></b>	Mio	<b>50.94</b>	<b>53.01</b>	<b>56.44</b>	<b>57.53</b>	<b>58.04</b>
Arriving passengers (total)	Mio	25.39	26.45	28.25	28.75	29.05
Departing passengers (total)	Mio	25.23	26.27	28.05	28.53	28.85
<b>Domestic passengers</b>	Mio	<b>6.07</b>	<b>6.40</b>	<b>6.82</b>	<b>6.53</b>	<b>6.58</b>
Arriving passengers (domestic)	Mio	3.11	3.29	3.43	3.28	3.31
Departing passengers (domestic)	Mio	2.99	3.11	3.39	3.24	3.27
<b>International passengers</b>	Mio	<b>44.52</b>	<b>46.31</b>	<b>49.48</b>	<b>50.75</b>	<b>51.32</b>
Arriving passengers (international)	Mio	22.29	23.16	24.82	25.46	25.74
Departing passengers (international)	Mio	22.24	23.15	24.66	25.29	25.58
Local passengers	Mio	50.62	52.71	56.30	57.28	57.90
Connecting passengers <sup>3</sup>	in % of local passengers	52.4	51.7	54.3	55	54.50
Transit passengers	Mio	0.32	0.30	0.14	0.25	0.14

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

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

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

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

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

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

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

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

<sup>9</sup> Values for 2012 are adjusted.

## AO2 Aircraft movements



<b>AO2 Aircraft movements</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Group (airports)<sup>1, 4</sup></b>						
Aircraft movements (in + out)	Number of movements	-	-	329,168	337,174	352,574
Day (in + out) <sup>5</sup>	Number of movements	-	-	109,594	118,003	118,175
Night (in + out) <sup>5</sup>	Number of movements	-	-	55,967	59,918	64,911
Commercial passenger flights	Number of movements	-	-	309,441	316,801	335,140
domestic	Number of movements	-	-	108,219	116,432	126,738
international	Number of movements	-	-	201,192	200,369	250,239
Commercial cargo flights <sup>6</sup>	Number of movements	-	-	5,403	5,378	4,017
domestic	Number of movements	-	-	2,114	2,630	1,659
international	Number of movements	-	-	3,289	2,748	2,358
General aviation flights and other aircraft movements <sup>6</sup>	Number of movements	-	-	8,851	9,237	7,710
domestic	Number of movements	-	-	4,642	4,799	3,767
international	Number of movements	-	-	4,209	4,438	3,943
State aviation flights <sup>6</sup>	Number of movements	-	-	5,503	5,840	5,717
domestic	Number of movements	-	-	5,472	5,785	5,649
international	Number of movements	-	-	31	55	68
<b>Frankfurt Airport</b>						
Aircraft movements (in + out)	Number of movements	463,111	464,432	487,162	482,242	472,692
Day (in + out) <sup>2</sup>	Number of movements	419,883	418,544	441,220	445,390	440,343
Night (in + out) <sup>2</sup>	Number of movements	15,158	17,014	14,611	1,254	704
Aircraft movements (05:00 – 05:59)	Number of movements	9,817	10,178	11,365	14,120	13,260
Aircraft movements (22:00 – 22:59)	Number of movements	18,253	18,696	19,966	21,478	18,385
Commercial passenger flights	Number of movements	430,778	429,704	453,766	450,252	440,341
domestic	Number of movements	64,752	66,426	72,265	67,498	67,519
international	Number of movements	366,026	363,278	381,501	382,754	372,822
Commercial cargo flights	Number of	21,583	23,524	23,347	21,202	21,262

	movements					
domestic	Number of movements	2,028	1,370	1,575	1,617	1,290
international	Number of movements	19,545	22,154	21,772	19,585	19,972
General Aviation Flights and other aircraft movements <sup>3</sup>	Number of movements	10,750	11,204	10,049	10,788	11,089
domestic	Number of movements	4,612	4,355	4,011	3,870	3,938
international	Number of movements	6,138	6,849	6,038	6,918	7,151

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

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

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

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

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

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

## AO3 Cargo tonnage



AO3 Cargo tonnage	Unit	2009	2010	2011	2012	2013
<b>Group (airports)<sup>1, 2, 3, 5, 6</sup></b>						
Cargo tonnage <sup>4</sup>	million tonnes	-	-	0.29	0.30	0.30
Arriving cargo t	million tonnes	-	-	0.09	0.09	0.09
Cargo flights	million tonnes	-	-	0.04	0.04	0.03
Cargo on passenger flights (belly cargo)	million tonnes	-	-	0.05	0.06	0.06
Departing cargo tonnage	million tonnes	-	-	0.21	0.20	0.21
Cargo flights	million tonnes	-	-	0.09	0.09	0.09
Cargo on passenger flights (belly cargo)	million tonnes	-	-	0.11	0.11	0.11
<b>Frankfurt Airport<sup>2, 6</sup></b>						
Cargo tonnage (in + out + transit)	million tonnes	1.92	2.31	2.25	2.10	2.13
Airfreight (in + out + transit)	million tonnes	1.84	2.23	2.17	2.02	2.05
Airmail (in + out + transit)	million tonnes	0.08	0.08	0.08	0.08	0.08
Arriving cargo tonnage	million tonnes	0.94	1.10	1.02	0.94	0.96
Cargo flights	million tonnes	0.54	0.67	0.62	0.56	0.58
Cargo on passenger flights (belly cargo)	million tonnes	0.40	0.43	0.40	0.38	0.38
Departing cargo tonnage	million tonnes	0.95	1.18	1.20	1.12	1.13
Cargo flights	million tonnes	0.50	0.68	0.69	0.64	0.66
Cargo on passenger flights (belly cargo)	million tonnes	0.45	0.50	0.50	0.48	0.47

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

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

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

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

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

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

## Aspect: Direct economic effects

### EC8 Social commitment



<b>EC8 Social commitment</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport AG</b>						
<b>Social commitment<sup>1</sup></b>	€ million	<b>8.7</b>	<b>8.8</b>	<b>8.6</b>	<b>8.1</b>	<b>7.4</b>
Sponsoring <sup>1</sup>	€ million	5.8	5.7	5.4	4.9	4.1
Environment fund	€ million	2.0	2.0	2.0	2.0	1.9
Donations	€ million	0.9	1.2	1.2	1.2	1.4

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

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## Environment

The circle of consolidated companies "Group" includes the Fraport parent company, the fully consolidated subsidiaries at the Frankfurt site with relevant environmental impacts (these are: N\*ICE, FCS, GCS, ACS) and the major Group airports in Varna, Burgas, Lima, Antalya.

Rounding differences are possible.

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

### Aspect: Energy

#### EN3 Direct energy consumption



EN3 Direct energy consumption	Unit	2009	2010	2011	2012*	2013
<b>Group</b>						
Purchased direct energy sources	TJ	536.86	614.08	689.6	569.6	580.1
of which renewable energy sources	%	<< 1	<< 1	<< 1	<< 1	<< 1
of which non-renewable energy sources	%	>> 99	>> 99	>> 99	>> 99	>> 99
Purchased direct non-renewable energy source <sup>1</sup>	TJ per million traffic units	5.7	5.4	5.7	5.2	5.1
Natural gas	TJ	14.5	13.9	13.6	11.1	13.4
Liquid gas (LPG)	TJ	9.4	11.5	8.3	10.5	8.9
Liquid gas (LNG) <sup>2</sup>	TJ	18.8	25.1	136.2	20.2	22.1
Biogas	TJ	0.2	0.2	0.0	0.0	0.0
Heating oil	TJ	78.4	98.2	97.3	96.1	98.1
Heating oil	million liters	2.172	2.720	2.694	2.663	2.717
Diesel <sup>3</sup>	TJ	393.6	439.6	409.4	405.4	407.7
Diesel <sup>3</sup>	million liters	11.055	12.349	11.500	11.386	11.453
Gasoline <sup>3</sup>	TJ	22.0	23.2	22.2	23.6	27.3
Gasoline <sup>3</sup>	million liters	0.678	0.717	0.686	0.730	0.844
Kerosene (Jet A1)	TJ	0.25	2.56	2.56	2.6	2.6
Kerosene (Jet A1)	million liters	0.007	0.074	0.074	0.076	0.074
<b>Fraport parent company</b>						
Purchased direct energy sources	TJ	461.48	523.04	499.67	501.03	502.50
of which renewable energy sources	%	<< 1	<< 1	<< 1	<< 1	<< 1
of which non-renewable energy sources	%	>> 99	>> 99	>> 99	>> 99	>> 99
Purchased direct non-renewable	TJ per million	6.6	6.9	6.4	6.4	6.4

energy sources <sup>1</sup>	traffic units					
Natural gas	TJ	8.2	8.4	7.7	7.5	7.6
Liquid gas (LPG)	TJ	8.39	10.50	7.19	9.15	6.80
Biogas	TJ	0.20	0.20	0.0	0.0	0.0
Heating oil	TJ	62.7	85.8	84.04	84.17	87.40
Heating oil	million liters	1.737	2.377	2.328	2.332	2.420
Diesel <sup>3, 4</sup>	TJ	363.0	395.5	378.3	376.2	374.9
Diesel <sup>3, 4</sup>	million liters	10.196	11.109	10.626	10.567	10.532
Gasoline <sup>3, 4</sup>	TJ	18.7	20.1	19.9	21.3	23.2
Gasoline <sup>3, 4</sup>	million liters	0.578	0.620	0.615	0.659	0.716
Kerosene (Jet A1)	TJ	0.25	2.56	2.56	2.64	2.60
Kerosene (Jet A1)	million liters	0.007	0.074	0.074	0.076	0.074

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

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

<sup>2</sup> Since 2011, energy in the form of liquid gas has been supplied at Antalya from a heating power station.

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

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

## EN4 Indirect energy consumption



EN4 Indirect energy consumption	Unit	2009	2010	2011	2012*	2013
<b>Group</b>						
Purchased energy <sup>1</sup>	TJ	2,618.0	2,843.5	2,558.1	2,677.2	2,796.1
Purchased energy <sup>1,2</sup>	TJ per million traffic units	27.7	24.9	21.0	24.3	24.5
Electricity <sup>1, 3</sup>	TJ	1,472.9	1,534.1	1,459.0	1,510.8	1,538.9
Electricity <sup>1, 3</sup>	million KWh	409.1	426.2	405.3	419.7	427.5
District heating <sup>1, 3</sup>	TJ	740.1	878.2	673.0	759.4	817.2
District heating <sup>1, 3</sup>	million KWh	205.6	244.0	186.9	210.9	227.0
District cooling <sup>1, 3</sup>	TJ	405.3	431.2	426.1	407.0	440.0
District cooling <sup>1, 2, 3</sup>	million KWh	112.7	119.8	118.4	113.1	122.2
<b>Fraport parent company</b>						
Purchased energy <sup>1, 3</sup>	TJ	2,305.1	2,509.8	2,271.7	2,400.6	2,528.8
Purchased energy <sup>1, 2</sup>	TJ per million traffic units	33.2	33.3	29.0	30.8	32.1
Electricity <sup>1, 3</sup>	TJ	1,179.9	1,226.4	1,193.2	1,256.5	1,293.3
Electricity <sup>1, 3</sup>	million KWh	327.8	340.7	331.5	349.0	359.2
of which renewable energy sources <sup>3</sup>	%	25	19	24	23.6	24.3
of which non-renewable energy sources	%	75	81	76	76.4	75.7
District heating <sup>1, 3</sup>	TJ	719.9	852.2	652.3	737.2	795.5

District heating <sup>1, 3</sup>	million KWh	200.0	236.7	181.2	204.8	221.0
District cooling <sup>1, 3</sup>	TJ	405.3	431.2	426.1	407.0	440.0
District cooling <sup>1, 3</sup>	million KWh	112.7	119.8	118.4	113.1	122.2

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

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

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

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

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

<b>Energy savings as a result of environmentally conscious use and efficiency enhancement</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport parent company<sup>1, 2, 3</sup></b>	million KWh	0.57	2.44	8.03	14.93	15.45

<sup>1</sup> Based on the year 2008, effects from the year 2008, to the extent effective in subsequent years.

<sup>2</sup> Calculation of energy which could be saved for reasons of improved procedures, replacement and upgrading of systems and equipment, and modified employee behavior. Covered in the Sustainability Report 2012 under "Climate protection". Values for 2012 are updated.

<sup>3</sup> Imputed savings from completed projects, calculated.

## Aspect: Water

### EN8 Total water withdrawal

<b>EN8 Total water withdrawal</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>	<b>2013</b>
<b>Group</b>						
Total water withdrawal <sup>5</sup>	Mio m3	1.824	2.286	2.363	2.114	2.146
Total water withdrawal <sup>1, 5</sup>	Liters per traffic unit	19.3	20.0	19.4	19.2	18.8
Drinking water <sup>2</sup>	Mio m3	1.343	1.481	1.462	1.597	1.541
Service water <sup>3,5</sup>	Mio m3	0.480	0.805	0.901	0.516	0.605
<b>Fraport parent company</b>						
Total water withdrawal <sup>1,5</sup>	Mio m3	1.000	1.184	1.174	1.181	1.151
Total water withdrawal <sup>2,5</sup>	Liters per traffic unit	14.4	15.7	15.0	15.2	14.6
Drinking water <sup>3</sup>	Mio m3	0.833	0.905	0.884	0.951	0.864
Service water <sup>4,5</sup>	Mio m3	0.167	0.279	0.290	0.230	0.287

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

<sup>1</sup> Total consumption for the airport minus consumption by third parties at the Frankfurt Airport site.

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

<sup>3</sup> From the municipal water supply.

<sup>4</sup> The service water consists of treated surface water, rainwater and ground water.

<sup>5</sup> Includes partial amounts which have been estimated.

## AO4 Quality of precipitation water



AO4 Quality of precipitation water	Unit	2009	2010	2011	2012	2013
<b>Fraport AG</b>						
Hydrocarbons <sup>1, 2</sup>	mg/l	0.2	0.3	0.1	0	0.1
Materials capable of being deposited <sup>1, 3</sup>	ml/l	0.3	0.2	0.4	0.8	0.4

<sup>1</sup> A 2 h mixed sample is collected each month from the precipitation water channel at a sampling teststation located shortly before the discharge point into the river Main. In 2012 the value for hydrocarbons was calculated from twelve individual samples, the value for "deposable substances" from eleven individual samples.

<sup>2</sup> In 11 samples of hydrocarbons in 2012, the value was <0.1 mg/l, in the case of one sample 0.1 mg/l.

<sup>3</sup> The increased values come from a sample taken in February 2012 with dead biomass from the precipitation water network itself.

## Aspect: Biodiversity

### EN11 Areas of land in or adjacent to conservation areas or areas with a high biodiversity value



#### EN11 Areas of land in or adjacent to conservation areas or areas with a high biodiversity value

Unit

<b>Fraport parent company</b>		
<b>Frankfurt Airport<sup>1</sup></b>		
Distance from the airport		Adjacent to
Land area	ha	3228.7
Biodiversity value <sup>2</sup>	Description	Five conservation areas under FFH Guideline
Distance from the airport		Adjacent to
Land area	ha	4,283
Biodiversity value <sup>2</sup>	Description	Two conservation areas under the Bird Directive of the EU
<b>Group</b>		
<b>Lima Airport</b>		
Distance from the airport	m	100
Biodiversity value <sup>2</sup>	Description	Peregrine falcons, migrating birds like seagulls, owls, etc.
<b>Burgas Airport<sup>1</sup></b>		
Distance from the airport	m	1,000
Land area	ha	1,074.5
Biodiversity value <sup>2</sup>	Description	Atanasovsko Lake is a "defensive area"

<sup>1</sup> Business facilities are relevant for the survey if they are located in a conservation area, are adjacent to or include conservation areas.

<sup>2</sup> The biodiversity value is determined by the quality attribute of the conservation area and the listed conservation status.

<b>Land use</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport AG at Frankfurt Airport</b>						
Owned land <sup>1</sup>	ha	1907	1914	2240	2245	2297
of which surfaced area	ha	891	891	982	1,027	1,065
<b>Varna Airport</b>						
Owned land <sup>1</sup>	ha	-	-	-	223	223
of which surfaced area	ha	-	-	-	-	55
<b>Burgas Airport</b>						
Owned land <sup>1</sup>	ha	-	-	-	253	253
of which surfaced area	ha					64

<sup>1</sup> Continuous owned land.

## Aspect: Emissions, wastewater and waste

### EN16 Greenhouse gas emissions



<b>EN16 Greenhouse gas emissions</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>	<b>2013</b>
<b>Group</b>						
CO2-emissions <sup>1, 2, 3</sup>	1.000 t CO2	276.1	272.8	268.6	272.0	275.2
direct CO2-emissions <sup>1, 3</sup>	1.000 t CO2	39.4	43.3	48.0	41.2	42.1
indirect CO2-emissions <sup>2, 3</sup>	1.000 t CO2	236.7	229.6	220.6	230.7	233.1
Climate intensity of traffic performance <sup>1, 2, 3, 4</sup>	kg CO2 per traffic unit	2.92	2.39	2.21	2.47	2.42
direct CO2-emissions <sup>1, 3</sup>	kg CO2 per traffic unit	0.42	0.38	0.39	0.37	0.37
indirect CO2-emissions <sup>2, 3</sup>	kg CO2 per traffic unit	2.50	2.01	1.81	2.09	2.05
Compensated CO2 emissions (certificates) <sup>3, 5</sup>	1.000 t CO2	133.2	144.1	149.5	154.7	0.00
<b>Fraport parent company</b>						
CO2-emissions <sup>1, 2, 3</sup>	1.000 t CO2	234.2	229.6	225.6	239.7	243.1
direct CO2-emissions <sup>1, 3</sup>	1.000 t CO2	33.9	38.5	36.5	36.9	37.0
indirect CO2-emissions <sup>2, 3</sup>	1.000 t CO2	200.3	191.2	189.1	202.8	206.0
Climate intensity of traffic performance <sup>1, 2, 3, 4</sup>	kg CO2 per traffic unit	3.37	3.04	2.88	3.08	3.08
direct CO2-emissions <sup>1, 3</sup>	kg CO2 per traffic unit	0.49	0.51	0.47	0.47	0.47
indirect CO2-emissions <sup>2, 3</sup>	kg CO2 per traffic unit	2.88	2.53	2.41	2.60	2.61

Compensated CO2 emissions (certificates) <sup>3, 5</sup>	1.000 t CO2	133.2	144.1	149.5	154.7	0.0
Other relevant greenhouse gas emission <sup>6</sup>	t CO2	<2	<2	<2	<2	<2

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

<sup>1</sup> Direct emissions in conformity with Scope 1 GHG Protocol Standard: fuels for vehicles, fuels for combustion plants, heating oil, natural gas, propane gas.

<sup>2</sup> Indirect emissions in conformity with Scope 2 of the GHG Protocol Standard: sourcing of electricity (Group), district heating, district cooling (Fraport at the Frankfurt site).

<sup>3</sup> Change compared with the Sustainability Report 2010 analogous to the Environmental Statement 2011 (change in values of Fraport AG).

<sup>4</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>5</sup> RECS certificates (www.recs.org). From 2013, no further RECS certificates will be purchased because they have been replaced by Article 55 Renewable Energies Act (EEG).

<sup>6</sup> According to the investigations carried out in 2005, the emissions of other greenhouse gases at the airport were negligible.

## EN17 Other greenhouse gas emissions



<b>EN17 Other greenhouse gas emissions</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport parent company (Scope 3 in conformity with GHG)</b>						
Air traffic <sup>1,8</sup>	1.000 t CO2	863.5	895.8	939.4	961.4	919.4
Employee traffic at Fraport AG and third parties at the airport <sup>2,5</sup>	1.000 t CO2	125.5	122.3	120.1	118.8	118.9
Passenger traffic (passengers originating here) <sup>3, 5</sup>	1.000 t CO2	241.8	272.7	274.2	245.7	259.0
Business trips of employees at Fraport AG <sup>4</sup>	1.000 t CO2	0.90	0.95	0.97	0.75	0.86
Energy consumption of third parties (infrastructure and vehicles) <sup>5, 7</sup>	1.000 t CO2	163.1	159.1	181.8	181.0	187.2
Other relevant greenhouse gas emissions <sup>6</sup>	t CO2 equivalent	<2	<2	<2	<2	<2

<sup>1</sup> Air traffic up to 914 m (LTO cycle) of all aircraft landing and taking off at Frankfurt Airport.

<sup>2</sup> Travel by employees to and from the workplace.

<sup>3</sup> Travel to and from the airport by originating passengers, travel in private vehicles and public transport.

<sup>4</sup> Includes cars, rail and air travel

<sup>5</sup> Updating for 2011.

<sup>6</sup> According to investigations carried out in 2005, the emissions of other greenhouse gases at the airport were negligible.

<sup>7</sup> Preliminary because some data from third parties is missing and therefore based on extrapolation.

<sup>8</sup> From 2013, calculation without increased reversed thrust (compared with idle) with APU in accordance with ICAO Doc. 9889", in accordance with former method of calculation 932,495 t CO2, also 2 percent fewer flight movements.

## EN20 NOx, SOx, and other significant air emissions



<b>EN20 NOx, SOx, and other significant air emissions</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport parent company</b>						
Fraport AG emits approx. per year						
NOx <sup>1</sup>	tonnes	-	-	-	-	-
Benzene <sup>1</sup>	tonnes	-	-	-	-	-
PM10 <sup>1</sup>	tonnes	-	-	-	-	-

<sup>1</sup> Fraport AG emits per year approximately 264 t NOx, 0.4 t benzene and 9.3 t PM10. These data are derived from the zoning plan documents. An annual update is not yet possible because determining the data is very complex. In future, the data are to be calculated on a continuous basis, the necessary processes are currently being prepared.

## EN21 Wastewater discharged



<b>EN21 Wastewater discharged</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>	<b>2013</b>
<b>Group</b>						
Sewage water	million m³	2.025	2.322	2.174	2.394	2.933
Sewage water <sup>1</sup>	Liters per traffic unit	21.4	20.4	17.9	22.5	25.7
<b>Fraport parent company</b>						
Sewage water <sup>2, 3, 4</sup>	million m³	1.351	1.590	1.581	1.897	2.253
Sewage water <sup>1, 3, 4</sup>	Liters per traffic unit	19.4	21.1	20.2	24.3	28.5

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

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

<sup>2</sup> Wastewater is treated in the fully biological water treatment plant at Fraport AG (11 % in 2012) and fully biological water treatment plants in Frankfurt-Niederrad (64 % in 2012) and Frankfurt-Sindlingen (25 % in 2012). The separation of the precipitation water contaminated with deicing agent brings about an increase in the amount of sewage water. The water contaminated with deicing agent has been conducted to the water treatment plants through the sewage water drainage network since 2012.

<sup>3</sup> Sewage water from Fraport AG and 580 other companies at Frankfurt Airport.

<sup>4</sup> Share of precipitation water containing deicing agent in the sewage water is high compared with the previous year due to the adverse winter conditions at the beginning of 2013 with ice and snow. In 2013, 259,000 m³ of precipitation water were included.

## EN22 Waste by type and disposal method



<b>EN22 Waste by type and disposal method</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>	<b>2013</b>
<b>Group</b>						
Amount of waste <sup>1, 2, 7</sup>	1.000 t	33.91	36.09	38.25	35.51	38.76

Amount of waste <sup>2,3</sup>	kg per traffic unit	0.36	0.32	0.31	0.32	0.34
hazardous waste <sup>2</sup>	1.000 t	1.37	1.78	1.50	1.53	3.96
non-hazardous waste <sup>2</sup>	1.000 t	32.54	34.31	36.75	32.66	34.80
Total recoverability rate	in % of amount of waste	62.5	63.9	63.4	69.6	73.6
<b>Fraport parent company</b>						
Amount of waste <sup>2</sup>	1.000 t	22.27	23.54	23.97	24.63	26.54
Amount of waste <sup>2, 3, 4</sup>	kg per traffic unit	0.32	0.31	0.31	0.32	0.34
hazardous waste <sup>2</sup>	1.000 t	1.24	1.78	1.33	1.36	2.73
non-hazardous waste <sup>2</sup>	1.000 t	21.02	21.76	22.67	23.27	23.81
Total recoverability <sup>2, 5</sup>	1.000 t	19.04	19.83	19.94	20.90	22.19
Total recoverability rate <sup>2, 6</sup>	in % of amount of waste	85.5	84.3	83.1	84.9	83.6
Waste from international flights	1.000 t	5.73	5.83	6.11	6.04	5.93

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

<sup>1</sup> 73.6 % of waste is recycled, detailed disposal methods cannot be currently shown for all Group airports.

<sup>2</sup> Including waste from third parties, but excluding soil and building rubble.

<sup>3</sup> A traffic unit is equivalent to one passenger or 100 kg of airfreight or airmail.

<sup>4</sup> Correction compared with Sustainability Report 2010.

<sup>5</sup> According to Product Recycling and Waste Management Act, Appendix II B R 01, R 03, R 04, R 05, R 07, R 09, R 12, R 13 and voluntary returns (for batteries, solvents, cold cleaning agents, coolants).

<sup>6</sup> Change in definition on account of the new Product Recycling and Waste Management Act (KrWG) that came into force on 1 June 2012.

<sup>7</sup> Deviations in the addition of hazardous and non-hazardous waste are defined in the country-specific legislation in Peru.

## EN23 Significant spills



EN23 Significant spills	Unit	2009	2010	2011	2012	2013
<b>Fraport parent company<sup>1</sup></b>						
Total number and volume of significant spills						
Number of spills	Number	483	482	640	674	637
Volume of spills	m <sup>3</sup>	11.60	10.33	11.79	12.28	12.37
Frequency of spills	Number per 1,000 aircraft movements	1.04	1.04	1.31	1.4	1.35
Effects <sup>2</sup>		none	none	none	none	none

<sup>1</sup> Releases primarily by third parties.

<sup>2</sup> No environmental hazard because releases are generally on surfaced areas with comprehensive safety installations implemented downstream. Releases on unsurfaced areas are very rare exceptions, and are cleared up immediately.

<b>AO5 Air quality</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>at Frankfurt Airport</b>						
NO <sub>2</sub> <sup>1,2,3,4</sup>	µg/m <sup>3</sup>	45	45	46	46	46.6
SO <sub>2</sub> <sup>1,2,5</sup>	µg/m <sup>3</sup>	5	3	4	4	2.4
Fine dust, PM <sub>10</sub> <sup>1, 2, 6</sup>	µg/m <sup>3</sup>	22	26	23	19	19.8
Benzol <sup>1, 2, 7, 8</sup>	µg/m <sup>3</sup>	1.0	0.8	0.9	0.8	0.8
<b>at Lima Airport</b>						
NO <sub>2</sub> <sup>2,9,10</sup>	µg/m <sup>3</sup>	6.8	10.5	9.9	1.7	23.8
SO <sub>2</sub> <sup>9</sup>	µg/m <sup>3</sup>	8.6	4.2	6.8	5.2	7.9
Fine dust, PM <sub>10</sub> <sup>2, 9, 11</sup>	µg/m <sup>3</sup>	44.6	49.7	56.5	30.0	41.0
<b>am Flughafen in Antalya</b>						
NO <sub>2</sub> <sup>9</sup>	µg/m <sup>3</sup>	-	-	-	2.5	2.5
SO <sub>2</sub> <sup>9</sup>	µg/m <sup>3</sup>	-	-	-	5.9	5.9
Fine dust, PM <sub>2.5</sub> <sup>5, 9</sup>	µg/m <sup>3</sup>	-	-	-	0.4	0.4

<sup>1</sup> Annual average of the measured values at the SOMMI1 Station located at the airport site. These values presented the aggregated result of all emissions from different source groups, i.e. apart from pollutants contributed by the airport they also include emissions from third parties (road traffic, trade and industry, house fires, large-scale background pollution). The proportion of the airport depends on the location, and model calculations indicate that the proportion here is between approx. 10 % and 30 %.

<sup>2</sup> Limit values annual average (not applicable at the airport, since no whole-year presentation for people is provided).

<sup>3</sup> NO<sub>2</sub> assessment value according to EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 40 µg/m<sup>3</sup>

<sup>4</sup> Values from the year 2010 corrected compared with Sustainability Report 2010.

<sup>5</sup> SO<sub>2</sub> assessment according to Technical Instructions on Air Pollution (TA Luft) 2002 (otherwise no annual average defined): 50 µg/m<sup>3</sup>

<sup>6</sup> Fine dust, PM<sub>10</sub> in accordance with EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 40 µg/m<sup>3</sup>

<sup>7</sup> Benzene assessment value in accordance with EU Directive 2008/50/EC, 39th ordinance on implementation of the Federal Emission Control Act (BImSchV): 5 mg/m<sup>3</sup>

<sup>8</sup> Value from 2009 on account of too restricted database only for purposes of orientation.

<sup>9</sup> Annual average values at Lima, Varna and Burgas Airports. These values represent a total for different emitters and apart from emissions generated by the airport also include emissions from third parties (road traffic, trade and industry, house fires). Only terminals are operated in Antalya, the responsibility through flight operation is not with the Fraport Group subsidiary.

<sup>10</sup> NO<sub>2</sub> assessment value in accordance with the Peruvian DECRETO SUPREMO N° 074-2001-PCM REGLAMENTO DE ESTANDARES NACIONALES DE CALIDAD AMBIENTAL DEL AIRE: 100 µg/m<sup>3</sup>

<sup>11</sup> PM<sub>10</sub> assessment value in accordance with the Peruvian DECRETO SUPREMO N° 074-2001-PCM REGLAMENTO DE ESTANDARES NACIONALES DE CALIDAD AMBIENTAL DEL AIRE: 50 µg/m<sup>3</sup>

## AO6 Airfield surfaces and aircraft deicing agents

<b>AO6 Airfield surfaces and aircraft deicing agents</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012*</b>	<b>2013</b>
<b>Group</b>						

Airfield surfaces deicing agents <sup>1</sup>	m <sup>3</sup>	3,350	3,364	4,266	2,238	2,494
Carbamide <sup>1</sup>	t	50	121	84	43	60
Aircraft deicing ingredient, total (type I, II, IV) <sup>1</sup>	m <sup>3</sup> active ingredient	1,229	4,511	900	980	1,510
Safewing-de-icing fluid Type II. <sup>1, 2</sup>	m <sup>3</sup> active ingredient	14	32	8	4	3
Aircraft deicing agent, type I (aircraft deicing/anti-icing fluid with 80% propylene glycol share) <sup>1, 3, 4</sup>	m <sup>3</sup> active agent	-	-	485	522	788
Aircraft deicing agent type IV (aircraft deicing/anti-icing fluid with 54% propylene glycol share) <sup>1, 3, 4</sup>	m <sup>3</sup> active agent	-	-	1,008	1,122	1,757
Aircraft deicing agent propylene glycol per deiced aircraft <sup>3, 4</sup>	m <sup>3</sup> substance per aircraft	0.178	0.270	0.192	0.295	0.312
<b>Fraport parent company</b>						
Airfield surfaces deicing agent potassium formate (fluid – approx. 50% agent) on the aircraft movement areas <sup>1</sup>	m <sup>3</sup>	3,271	3,307	4,246	2,233	2,452
Airfield surfaces deicing agent sodium formate (granulate – approx. 100 % agent)	t	-	-	-	-	241

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

<sup>1</sup> From 2012, the values for one year from 1 January to 31 December will be specified. Prior to that the quantities for the relevant winter were specified. The winters are attributed to a calendar year, for example the winter of 2010/2011 is attributed to the year 2011.

<sup>2</sup> Varna and Burgas airports

<sup>3</sup> N\*ICE at Frankfurt Airport

<sup>4</sup> The rise in the annual value for 2012 is due to weather conditions, a great deal of snow fell in the period from 9 to 15 December, heavy snowfalls require more deicing agent for each aircraft (deicing carried out several times).

## Aspect: Transport

### EN29 Significant environmental impacts of transport and traffic



EN29 Significant environmental impacts of transport and traffic	Unit	2009	2010	2011	2012	2013
<b>Group</b>						
Employee traffic						
Travel to and from work by public transport <sup>1,3</sup>	Share in %	33.0	33.0	34.7	42.3	35.7
Travel to and from work by carpooling <sup>1</sup>	Share in %	16.6	17.3	16.4	15.4	15.9
Passenger traffic						
Travel of originating passengers to and from the airport by public transport <sup>1</sup>	Share in %	63.3	65.7	67.7	68.1	68.1

<b>Fraport parent company</b>						
Employee traffic <sup>2</sup>						
Travel to and from work by public transport <sup>1,3</sup>	Share in %	31.2	31.0	31.8	41.2	34.2
Travel to and from work by carpooling <sup>1</sup>	Share in %	14.3	15.5	15.4	14.6	15.0
Passenger traffic Frankfurt Airport <sup>2</sup>						
Travel of originating passengers to and from the airport by public transport <sup>1</sup>	Share in %	37.4	39.2	40.9	41.6	40.8

<sup>1</sup> The values are based on a survey.

<sup>2</sup> The significant environmental impacts are shown under EN17 "Other greenhouse gas emissions".

<sup>3</sup> Deviation between 2012 and 2013, because a random sample survey was mainly carried out in the administrative area, while a full survey took place in 2013.

## AO7 Number and percentage of people residing in areas affected by noise +

<b>AO7: Number and percentage of people residing in areas affected by noise*</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Frankfurt Airport</b>						
Number of people residing in the contour Ldn = 60 dB(A) <sup>1,2,7</sup>	Number	23,296	25,182	24,632	12,094	9,395
Relative change compared with the previous year	Percent	-13%	8%	-2%	-51%	-22%
Number of people residing in the contour Leq, Day = 60 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1,3,7</sup>	Number	5,911	7,535	6,980	3,920	2,722
Relative change compared with the previous year	Percent	-27%	27%	-7%	-44%	-31%
Number of people residing in the contour Leq, Day = 55 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1,4,5,7</sup>	Number	93,008	97,954	103,001	98,014	95,062
Relative change compared with the previous year	Percent	-11%	5%	5%	-5%	-3%
Number of people residing in the contour of the envelope from NAT, night = 6 x 68 dB(A) and Leq, night = 50 dB(A) (Criterion according the Aircraft Noise Abatement Act) <sup>1,6,7</sup>	Number	108,514	116,715	107,189	86,315	72,532
Relative change compared with the previous year	Percent	-13%	8%	-8%	-19%	-16%

\* Population database DDS. Survey status of these data for all evaluations 2008.

<sup>1</sup> The aircraft noise contours were calculated on the basis of the regulations introduced in Germany "Introduction to Calculation of Noise Abatement Areas (AzB)" and "Introduction to data collection on Flight

Operations (AzD, 2008)". All scenarios were standardized on the basis of the long-term average operating direction distribution for the ten years 2000 to 2009. The Sigma supplement developed for the projected protection zone calculation in accordance with the Noise Abatement Act and described in AzB and AzD was not applied.

<sup>2</sup> The evaluation quantity Ldn (Level day/night) is a 24h equivalent continuous sound level in dB(A), where a supplement of 10 dB is applied for sound events occurring during night time. The Ldn permits impact changes from year to year to be documented on the basis of a single criterion.

<sup>3</sup> The criterion Leq, day = 60 dB(A) is based on the definition of day protection zone 1 in accordance with the Aircraft Noise Abatement Act.

<sup>4</sup> The criterion Leq, day = 55 dB(A) is based on the definition of day protection zone 2 in accordance with the Aircraft Noise Abatement Act.

<sup>5</sup> The data on Leq, day = 55 dB(A) is the total number within this contour, the number specified under Leq, day = 60 dB(A) is therefore a sub-quantity.

<sup>6</sup> The criterion envelope from NAT, night = 6 x 68 dB(A) and Leq, night = 50 dB(A) is based on the definition of night protection zone according to the Aircraft Noise Abatement Act.

<sup>7</sup> The decline of indicators for 2013 compared with 2012 is due to changed traffic distribution on rail and airline routes, and at night also to lower figures for flight movements.

## AO9 Total number of wildlife strikes per 10,000 movements



<b>AO9: Total number of wildlife strikes per 10,000 movements</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Frankfurt Airport<sup>1, 2, 3, 6</sup></b>	Number per 10,000 aircraft movements	3.42	3.11	1.96	2.42	<b>2.51</b>
<b>Lima Airport<sup>3</sup></b>	Number per 10,000 aircraft movements	0.29	0.41	0.22	0.88	<b>0.39</b>
<b>Varna Airport<sup>3, 4</sup></b>	Number per 10,000 aircraft movements	-	0	1.78	7.45	<b>5.21</b>
<b>Burgas Airport<sup>3, 4</sup></b>	Number per 10,000 aircraft movements	-	4.42	2.60	3.71	<b>0.54</b>
<b>Antalya Airport<sup>5</sup></b>		-	-	-	-	<b>-</b>

<sup>1</sup> Bird strike rate (number of bird strikes per 10,000 aircraft movements): All incidents with birds at Frankfurt Airport and in the adjacent surrounding environment for aircraft with German registrations. The bird strike rate is transferred to the total flight movements at Frankfurt Airport. The notification of a relevant bird strike is made by the pilot to the German Committee for Prevention of Bird Strikes in Air Traffic (DAVVL e.V.). The DAVVL forwards an annual list of all bird strikes to the relevant airport operator. The airport operator calculates the bird strike rate, in this case Fraport AG.

<sup>2</sup> The DAVVL e.V. will forward the data for 2013 in June 2014.

<sup>3</sup> Bird strike rate: Number of bird strikes per 10,000 aircraft movements.

<sup>4</sup> Data has only been collected since 2010.

<sup>5</sup> Two terminals are operated in Antalya, flights operations are controlled by another entity, the prevention of bird strikes at Antalya is not therefore the responsibility of the Fraport Group.

<sup>6</sup> Preliminary for 2013

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## Personnel

All details relate to the year-end figures at 31 December. On an average over the year (according to IFRS), the Fraport Group employed 20,947 employees (permanent staff and temporary staff) in the year 2013.

### Aspect: Employment

#### LA1 Total workforce



LA1 Total workforce	Unit	2009	2010	2011	2012	2013
<b>Group</b>						
Employees <sup>1,8</sup>	Number of persons	20,488	20,905	21,445	22,276	21,986
of which men <sup>6,8</sup>	Number of persons	-	16,051	16,443	17,070	16,896
of which women <sup>6,8</sup>	Number of persons	-	4,854	5,002	5,206	5,090
Permanent staff <sup>2,8,10</sup>	Number of persons	18,552	18,888	19,479	20,186	19,753
Apprentices <sup>8</sup>	Number of persons	321	334	343	381	359
Temporary staff <sup>3,8</sup>	Number of persons	820	851	771	753	758
Employees on leave <sup>8</sup>	Number of persons	795	832	853	957	1,117
Aviation <sup>5</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	6,337	6,074	6,088	6,298	6,194
Ground Handling <sup>5</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	8,254	8,564	8,899	8,924	9,017
Retail & Real Estate <sup>5</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	603	606	596	629	648
External Activities & Services <sup>5</sup>	acc. to IFRS (annual average for permanent staff and temporary staff)	4,776	4,548	5,012	5,112	5,088

	staff)					
<b>Regional distribution</b>						
Europa	in % of staff	95.7	94.9	94.9	95.9	96.3
Germany	in % of staff	91.2	90.2	91.6	92.7	93.2
Rest of Europe	in % of staff	4.5	4.7	3.3	3.2	3.1
Asia	in % of staff	1.9	2.2	2.2	1.1	1.2
America	in % of staff	2.4	2.8	2.9	3.0	2.5
Part-time employment <sup>4,8</sup>	in % of staff	14.0	11.2	10.4	11.9	12.4
Fixed-term employment contracts <sup>8</sup>	in % of staff	12.4	16.7	19.7	17.3	18.2
<b>Fraport parent company</b>						
Employees <sup>1</sup>	Number of persons	12,083	11,967	12,217	12,134	11,985
of which men	Number of persons	9,824	9,722	9,874	9,781	9,677
of which women	Number of persons	2,259	2,245	2,343	2,353	2,308
Permanent staff <sup>2</sup>	Number of persons	10,519	10,446	10,778	10,525	10,340
of which men	Number of persons	8,694	8,645	8,904	8,675	8,556
of which women	Number of persons	1,825	1,801	1,874	1,850	1,784
Apprentices	Number of persons	316	331	338	374	352
of which men	Number of persons	229	243	238	257	239
of which women	Number of persons	87	88	100	117	113
Temporary staff <sup>3</sup>	Number of persons	681	618	537	551	491
of which men	Number of persons	514	455	336	345	303
of which women	Number of persons	167	163	201	206	188
Employees on leave	Number of persons	567	572	564	684	802
of which men	Number of persons	387	379	396	504	579
of which women	Number of persons	180	193	168	180	223
Aviation	Number of persons	3,313	3,285	3,168	2,917	2,916
Ground Handling	Number of persons	6,389	6,259	6,227	6,251	6,077
Retail & Real Estate <sup>9</sup>	Number of persons	652	651	655	697	714
External Activities & Services	Number of persons	1,729	1,772	2,167	2,269	2,278

Part-time employment <sup>4</sup>	in % of staff	16.2	15.5	14,5	14.2	13.7
of which men	in % of staff	9.1	8.4	7.5	7.1	6.6
of which women	in % of staff	7.1	7.1	7.0	7.1	7.1
of which men	in % of staff with part-time employment	-	-	-	-	48.4
of which women	in % of staff with part-time employment	-	-	-	-	51.6
Fixed-term employment contracts	in % of staff	9.9	9.2	8.1	8.2	7.8
of which men <sup>7</sup>	in % of staff with part-time employment	-	-	66.9	65.0	65.0
of which women <sup>7</sup>	in % of staff with part-time employment	-	-	33.1	35.0	35.0

<sup>1</sup> Employees = permanent staff + temporary staff (see 4) + apprentices + employees on release.

<sup>2</sup> The permanent staff do not include any temporary staff (see 4), employees on release, apprentices.

<sup>3</sup> Temporary staff = school students, university students, interns, diploma students, part-time employees and trainees.

<sup>4</sup> Including phase-in retirement.

<sup>5</sup> Adjustment of reporting data for 2009 to take account of restructuring measures.

<sup>6</sup> Data are only collected from 2010.

<sup>7</sup> Data are only collected from 2011.

<sup>8</sup> Values for 2010 and 2011 are adjusted.

<sup>9</sup> Value for 2010 is adjusted.

<sup>10</sup> As a result of rounding differences for the quoted figures, a difference of one person results when core employees, temporary staff, apprentices and employees on leave are aggregated.

## LA2 Employee turnover



<b>LA2 Employee turnover</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Group<sup>5</sup></b>						
<b>Total employee turnover</b>						
Departures	Number of permanent staff leaving the company	1,945	1,869	2,180	2,187	2,215
	in % of permanent staff <sup>1, 6</sup>	10.4	9.9	11.2	10.8	11.2
Appointments	Number of appointments among permanent staff	-	2,290	3,056	3,042	2,178
	in % of permanent staff	-	12.1	15.7	15.1	11.0
<b>Reasons for leaving the company</b>						

Employee notice	Number among permanent staff	846	627	1,037	816	586
Employer notice	Number among permanent staff	283	365	389	347	287
End of working life (retirement)	Number among permanent staff	68	53	65	69	62
Other reasons <sup>2</sup>	Number among permanent staff	748	824	689	955	1,280
<b>Turnover by gender</b>						
Employees leaving the company						
Men	Number among permanent staff	1,373	1,433	1,670	1,682	1,757
	in % of permanent staff who have left the company	70.6	76.7	76.6	76.9	79.3
Women	Number among permanent staff	572	436	510	505	459
	in % of permanent staff who have left the company	29.4	23.3	23.4	23.1	20.7
Appointments <sup>3</sup> /Other reasons <sup>2</sup>						
Men	Number among permanent staff	-	1,903	2,431	2,344	1,772
	in % of permanent staff who have left the company	-	83.1	79.5	77.1	81.4
Women	Number among permanent staff	-	387	625	698	406
	in % of permanent staff who have left the company	-	16.9	20.5	22.9	18.6
<b>Turnover by age<sup>4</sup></b>						
Employees leaving the company						
Age group to 30 years	Number among permanent staff	1,023	894	945	820	821
	in % of permanent staff who have left the company	52.6	47.8	43.3	37.5	37.0
Age group 31 – 50 years	Number	724	789	1,029	1,095	1,058

	among permanent staff					
	in % of permanent staff who have left the company	37.2	42.2	47.2	50.1	47.8
Age group above 50 years	Number among permanent staff	198	186	206	272	336
	in % of permanent staff who have left the company	10.2	10.0	9.4	12.4	15.2
<b>Fraport parent company</b>						
<b>Total employee turnover</b>						
Departures	Number among permanent staff	209	196	220	399	160
	in % of permanent staff who have left the company	2.0	1.9	2.0	3.8	1.5
Appointments	Number among permanent staff	-	213	586	299	162
	in % of permanent staff who have left the company	-	2.0	5.4	2.8	1.6
<b>Reasons for leaving the company</b>						
Employee notice	Number among permanent staff	49	33	45	69	57
Employer notice	Number among permanent staff	8	15	11	9	9
End or working life (retirement)	Number among permanent staff	32	27	34	36	30
Other reasons <sup>2</sup>	Number among permanent staff	120	121	130	285	64
<b>Turnover by gender</b>						
Departures						
Men	Number among permanent staff	168	165	177	327	128
	in % of permanent staff who have left the company	80.4	84.2	80.5	82.0	80.0
Women	Number among permanent staff	41	31	43	72	32

	in % of permanent staff who have left the company	19.6	15.8	19.5	18.0	20.0
<b>Appointments<sup>3</sup></b>						
Men	Number among permanent staff	-	190	494	248	144
	in % of permanent staff who have left the company	-	89.2	84.3	82.9	88.9
Women	Number among permanent staff	-	23	92	51	18
	in % of permanent staff who have left the company	-	10.8	15.7	17.1	11.1
<b>Turnover by age</b>						
<b>Departures<sup>4,7</sup></b>						
Age group to 30 years	Number among permanent staff	41	57	61	85	45
	in % of permanent staff who have left the company	19.6	29.1	27.7	21.3	28.1
Age group 31 – 50 years	Number among permanent staff	99	76	85	210	62
	in % of permanent staff who have left the company	47.4	38.8	38.6	52.6	38.8
Age group above 50 years	Number among permanent staff	69	63	74	104	53
	in % of permanent staff who have left the company	33.0	32.1	33.6	26.1	33.1

<sup>1</sup> Modified calculation formula compared with report in 2009.

<sup>2</sup> Other reasons: Termination of agreement, end of fixed-term employment contract, deaths in active employment.

<sup>3</sup> Data are only collected from 2010.

<sup>4</sup> Collecting new appointments by age group is not currently possible for technical reasons but the aim is to collect these data over the medium term.

<sup>5</sup> Values for 2010 and 2011 are adjusted.

<sup>6</sup> Value for 2009 is adjusted.

<sup>7</sup> Value for 2010 is adjusted.

## LA15 Return to work after parental leave



<b>LA15 Return to work after parental leave</b>		<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Fraport parent company<sup>1,2,3</sup></b>						
Number of employees with entitlement to parental leave	Number among permanent staff	-	10,446	10,778	10,525	10,340
Men	Number among permanent staff	-	8,645	8,904	8,675	8,556
Women	Number among permanent staff	-	1,801	1,874	1,850	1,784
Number employees who took parental leave	Number among permanent staff	-	-	217	207	213
Men	Number among permanent staff	-	-	72	89	102
Women	Number among permanent staff	-	-	145	118	111
Number of employees who returned to work after parental leave	Number among permanent staff	-	-	114	147	145
Men	Number among permanent staff	-	-	63	95	111
	Share in % of staff who took parental leave	-	-	55.3	64.6	76.6
Women	Number among permanent staff	-	-	51	52	34
	Share in % of staff who took parental leave	-	-	44.7	35.4	23.4

<sup>1</sup> Data are only collected from 2010.

<sup>2</sup> Presentation of the indicators for the Group is not currently possible due to different statutory regulations.

<sup>3</sup> It is not possible to collect data for the number of employees who were still employed at Fraport AG twelve months after the end of their parental leave.

## Aspect: Relationship between employee and employer

### LA4 Percentage of employees with collective wage agreements



<b>LA4 Percentage of employees with collective wage agreements</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
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**Group**

Employees with collective wage agreement <sup>1, 2</sup>	in % of staff	93	93	93	93	93
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**Fraport parent company**

Employees with collective wage agreement <sup>2, 3</sup>	in % of staff	97	97	97	97	97
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<sup>1</sup> Data are only collected from 2009.

<sup>2</sup> Values for 2009 to 2012 are adjusted.

<sup>3</sup> A further three percent are non-payscale employees or executive employees in accordance with the Works Council Constitution Act.

**Aspect: Occupational Health and Safety****LA6 Percentage of employees in job safety committees**

<b>LA6 Percentage of employees in job safety committees</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
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**Group**

Employees represented in job safety committees	in % of staff	100	100	100	100	100
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**Fraport Parent Company**

Employees represented in job safety committees	in % of staff	100	100	100	100	100
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**LA7 Occupational diseases and absences**

<b>LA7 Occupational diseases and absences</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
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**Group<sup>6,7</sup>**

Accidents <sup>1, 10</sup>	Number	1,362	1,601	1,475	1,445	1,346
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1,000-person rate <sup>1,2,3</sup>	Number of reportable accidents per 1,000 employees	24.1	31.7	29.3	30.0	26.8
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with fatal consequences	Number	0	0	0	0	0
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reportable <sup>2,10</sup>	Number	513	669	643	666	598
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Days of absence <sup>2,4,10</sup>	Number of reportable days of absence	7,543	11,821	9,187	10,152	9,356
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Illness rate <sup>5,10</sup>	Absence in %	4.2	6.4	6.1	6.51	6.33
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illness-related <sup>5,10</sup>	Absence in %	4.1	6.2	6.0	6.37	6.15
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caused by work-related accident (not including sports, travel to and from work, and private accidents) <sup>5,10</sup>	Absence in %	0.1	0.2	0.1	0.14	0.18
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Occupational disease <sup>9</sup>	Number of accredited	4	1	0	3	0
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	cases					
<b>Fraport Parent Company<sup>6,7,8</sup></b>						
Accidents <sup>1</sup>	Number	723	863	736	745	<b>663</b>
1,000-person rate <sup>1,2,3</sup>	Number of reportable accidents per 1,000 employees	24.8	30.2	24.2	26.6	<b>22.2</b>
with fatal consequences	Number	0	0	0	0	<b>0</b>
reportable <sup>2</sup>	Number	301	361	292	325	<b>268</b>
Days of absence <sup>2,4</sup>	Number of reportable days of absence	4,991	7,960	4,763	5,788	<b>5,425</b>
Illness rate <sup>5</sup>	Absence in %	6.23	6.49	6.45	6.46	<b>6.82</b>
illness-related <sup>5</sup>	Absence in %	6.05	6.19	6.27	6.25	<b>6.61</b>
caused by work-related accident (not including sports, travel to and from work, and private accidents) <sup>5</sup>	Absence in %	0.18	0.30	0.18	0.21	<b>0.21</b>
Occupational disease <sup>9</sup>	Number of accredited cases	0	1	0	3	<b>0</b>

<sup>1</sup> Minor injuries (level of first-aid measures) are not included.

<sup>2</sup> Reportable = A work-related accident is deemed to be reportable if more than three days of absence are involved.

<sup>3</sup> With respect to the average number of employees. The average number of employees is obtained by adding together the total monthly staff figures and dividing by the number of months.

<sup>4</sup> Days of absence = planned working days.

<sup>5</sup> With respect to scheduled working hours.

<sup>6</sup> A breakdown of accidents by causes of injury is not yet possible for Fraport due to technical reasons but the aim is to collect these data in the future.

<sup>7</sup> The occupational diseases and absences include the total workforce but not independent contractors, because the data for this group of employees are not collected.

<sup>8</sup> A breakdown of accident days and days of absence is not relevant for Fraport. The biggest proportion of occupational accidents occurs in the operational area where mostly men are working. An evaluation would therefore primarily relate to men.

<sup>9</sup> The occupational diseases in 2012 are retrospectively identified diseases from the year 2011.

<sup>11</sup> Values for 2010 and 2011 are adjusted.

## Aspect: Training and career development

### LA10 Training and career development time per employees



<b>LA10 Training and career development time per employees</b>		2009	2010	2011	2012	2013
<b>Group<sup>3,4</sup></b>						
Apprentices	Number of persons	321	336	343	381	<b>359</b>

Interns/university students/diploma students/trainees/school students on work experience	Number of persons	710	723	779	753	758
Further training <sup>1,2,5</sup>	Days per permanent employee	4.09	4.36	5.01	5.74	3.77
<b>Fraport Parental Company<sup>4</sup></b>						
Apprentices	Number of persons	316	331	338	374	352
Men	in % of apprentices	72.5	73.4	70.4	68.7	67.9
Women	in % of apprentices	27.5	26.6	29.6	31.3	32.1
Interns/university students/diploma students/trainees/school students on work experience <sup>6</sup>	Number of persons	679	616	537	551	491
Further training <sup>1,2,5</sup>	Days per permanent employee	2.9	2,7	3.3	4.8	2.5

<sup>1</sup> Not including apprentices.

<sup>2</sup> 7 h = 1 day.

<sup>3</sup> A breakdown of the Group indicators by gender is not yet possible due to technical reasons but the aim is to collect these data in the future.

<sup>4</sup> A breakdown of the data by employee categories is not possible. We would like to address this issue over the medium term.

<sup>5</sup> Data for career-development time by gender cannot yet be currently collected satisfactorily. We would like to address this issue in the future.

<sup>6</sup> The values for 2009 to 2012 include trainees who were included among temporary staff during the period.

## LA12 Percentage of employees with regular performance assessment



<b>LA12 Percentage of employees with regular performance assessment</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Group<sup>1,2,3</sup></b>						
Employees with regular performance assessment	Number of permanent staff	-	11,679	12,390	12,081	11,885
Employees with regular performance assessment	in % of permanent staff	-	61.8	63.6	59.8	60.2
<b>Fraport parent company</b>						
Employees with regular performance assessment	Number of permanent staff	10,519	10,446	10,778	10,525	10,340
Employees with regular performance assessment	in % of permanent staff	100	100	100	100	100
Men	in % of permanent staff	82.7	82.8	82.6	82.4	82.7
Women	in % of permanent staff	17.3	17.2	17.4	17.6	17.3

<sup>1</sup> Data are only collected from 2010.

<sup>2</sup> A survey of the Group indicators by gender is not yet possible due to technical reasons but the aim is to collect these data in the future.

<sup>3</sup> Values for 2010 and 2011 are adjusted.

## Aspect: Diversity

### LA13 Composition of employees



<b>LA13 Composition of employees</b>	<b>Unit</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Diversity</b>						
<b>Group<sup>2,7</sup></b>						
<b>Average age</b>	Years	<b>40.5</b>	<b>40.2</b>	<b>40.8</b>	<b>41.2</b>	<b>41.8</b>
Age group to 30 years	Number of persons <sup>10</sup>	3,899	4,569	4,475	4,504	4,126
	in % of staff <sup>10</sup>	20.9	21.9	20.9	20.2	18.8
Age group 31 – 50 years	Number of persons <sup>10</sup>	11,280	12,477	12,703	13,006	12,650
	in % of staff <sup>10</sup>	60.4	59.7	59.2	58.4	57.5
Age group above 50 years	Number of persons <sup>10</sup>	3,500	3,859	4,267	4,766	5,210
	in % of staff <sup>10</sup>	18.7	18.5	19.9	21.4	23.7
<b>Fraport parent company</b>						
<b>Average age</b>	Years	<b>42.8</b>	<b>42.7</b>	<b>43.4</b>	<b>43.2</b>	<b>44.3</b>
Age group to 30 years	Number of persons	1,819	1,774	1,880	1,898	1,760
	in % of staff	15.1	14.8	15.4	15.6	14.7
Age group 31 – 50 years	Number of persons	7,588	7,386	7,386	7,093	6,813
	in % of staff	62.8	61.7	60.5	58.5	56.8
Age group above 50 years	Number of persons	2,676	2,807	2,951	3,143	3,412
	in % of staff	22.1	23.5	24.2	25.9	28.5
<b>Group<sup>2</sup></b>						
Foreign employees	Number	3,826	4,186	4,379	4,484	4,341
	in % of staff	20.5	20.0	20.4	20.1	19.7
<b>Fraport parent company</b>						
Foreign employees	Number	1,983	1,914	1,927	1,927	1,807
	in % of staff	16.4	16.0	15.8	15.9	15.1
Share of managers <sup>9</sup>	in % of staff	-	-	-	0.1	0.1
Share non-managers	in % of staff	-	-	-	15.8	15.0
<b>Group</b>						
Disabled employees <sup>3</sup>	Number	1,297	1,392	1,460	1,549	1,557
	in % of eligible jobs <sup>4</sup>	6.6	7.0	7.2	7.3	7.5

<b>Fraport parent company</b>						
Disabled employees <sup>3</sup>	Number	1,127	1,192	1,224	1,263	<b>1,271</b>
	in % of eligible jobs <sup>4</sup>	10.0	10.7	10.7	11.3	<b>11.4</b>
<b>Group<sup>8,10</sup></b>						
Gender						
Women	in % of staff	23.0	23.2	23.3	23.4	<b>23.2</b>
Men	in % of staff	77.0	76.8	76.7	76.6	<b>76.8</b>
Women in management positions	in % of managers <sup>5</sup>	25.8	28.7	31.4	29.6	<b>27.6</b>
Women in management positions Level 1	in % of managers Level 1 <sup>1, 5</sup>	-	20.0	16.7	14.3	<b>14.3</b>
Women in management positions Level 2	in % of managers Level 2 <sup>1, 5</sup>	-	21.2	26.5	27.3	<b>29.7</b>
Women in management positions Level 3	in % of managers Level 3 <sup>1, 5</sup>	-	29.7	31.1	28.3	<b>27.7</b>
Women in management positions Level 4	in % of managers Level 4 <sup>1, 5</sup>	-	24.8	22.6	23.9	<b>28.2</b>
Women in management positions Level 5	in % of managers Level 5 <sup>1, 5</sup>	-	36.9	46.1	40.8	<b>25.1</b>
<b>Fraport parent company</b>						
Gender						
Women	in % of staff	18.7	18.8	19.2	19.4	<b>19.3</b>
Men	in % of staff	81.3	81.2	80.8	80.6	<b>80.7</b>
Women in management positions	in % of managers <sup>5</sup>	17.6	20.5	21.5	20.5	<b>22.6</b>
Women in management positions Level 1	in % of managers Level 1	0.0	20.0	16.7	14.3	<b>14.3</b>
Women in management positions Level 2	in % of managers Level 2	16.1	13.3	22.6	24.1	<b>29.0</b>
Women in management positions Level 3	in % of managers Level 3	18.1	24.2	24.1	21.9	<b>24.0</b>
Women in management positions Level 4	in % of managers Level 4	18.7	19.4	18.9	20.0	<b>21.9</b>
Women in management positions Level 5	in % of managers Level 5	14.8	14.3	20.0	12.5	<b>13.8</b>
Persons in management bodies	Number of persons in management bodies (total) <sup>1</sup>	-	24.0	24.0	24.0	<b>25.0</b>

of which women	in % of persons in management bodies <sup>1, 6</sup>	-	12.5	20.8	12.5	<b>20.0</b>
Age group to 30 years	in % of persons in management bodies <sup>1, 6</sup>	-	0.0	0.0	0.0	<b>0.0</b>
Age group 31 – 50 years	in % of persons in management bodies <sup>1, 6</sup>	-	25.0	16.7	16.7	<b>40.0</b>
Age group above 50 years	in % of persons in management bodies <sup>1, 6</sup>	-	75.0	83.3	83.3	<b>60.0</b>

<sup>1</sup> Data are only collected from 2010.

<sup>2</sup> In Germany.

<sup>3</sup> Disabled employees, employees with equal status to disabled employees, and employees with multiple credits disability.

<sup>4</sup> Eligible jobs = Employees – School students – University students – Apprentices.

<sup>5</sup> Management position = Management level 1 to 5. The term management level (or Level 1 to 5) relates exclusively to managers of an organizational unit, i.e. persons whose employees are subject to their disciplinary and technical supervision (Management level 1: Business/Service Unit Manager, Management Level 2: Section Manager/Central Unit Management, Level 3 – 5: Manager).

<sup>6</sup> Management bodies = The bodies or management boards that are responsible for the strategic direction of the organization, the efficient supervision of the executive management, and the liability of the management to the organization and its stakeholders.

<sup>7</sup> A breakdown of the data by employee categories is not possible. We want to address this issue over the medium term.

<sup>8</sup> A breakdown of data by gender and age groups for persons in the management bodies is not yet possible because the data are not available in the subsidiary companies.

<sup>9</sup> Data are only collected from 2012.

<sup>10</sup> Values are adjusted for 2010 and 2011.

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## Other Indicators

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



	2011	2012	2013
Private car and hire car	41	37	39
Taxi and shuttle services*	22	23	21
Bus and suburban rail	14	16	16
High-speed ICE and other long-distance trains	21	22	21
Other (incl. holiday parking)	2	2	3
Total in %	100	100	100

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

### Passenger satisfaction



	Year	Target	Target attainment
<b>Passenger satisfaction</b>			
General	2010	73%	70%
	2011	73%	77%
	2012	74%	80%
	2013	80%	80%
Ease of transfer procedure	2010	59%	57%
	2011	62%	68%
	2012	64%	76%
	2013	76%	76%
<b>Customer satisfaction with waiting time</b>			
Air security	2010	72%	67%
	2011	72%	74%
	2012	72%	82%
	2013	80%	80%
Passport control (departure)	2010	84%	76%

2011	80%	82%
2012	82%	89%
2013	85%	88%

#### Customer satisfaction with friendliness of employees

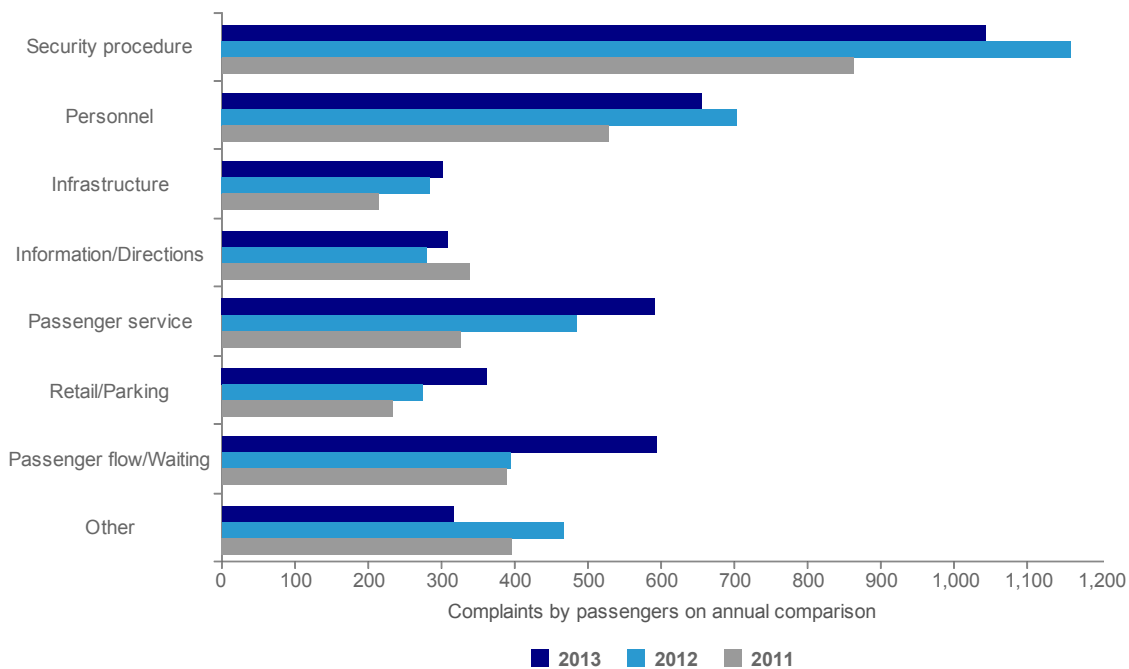
Air security	2010	76%	73%
	2011	80%	76%
	2012	80%	78%
	2013	80%	76%

Passport control (departure)	2010	78%	72%
	2011	80%	75%
	2012	80%	76%
	2013	80%	72%

### Complaints by passengers



#### Complaints by passengers

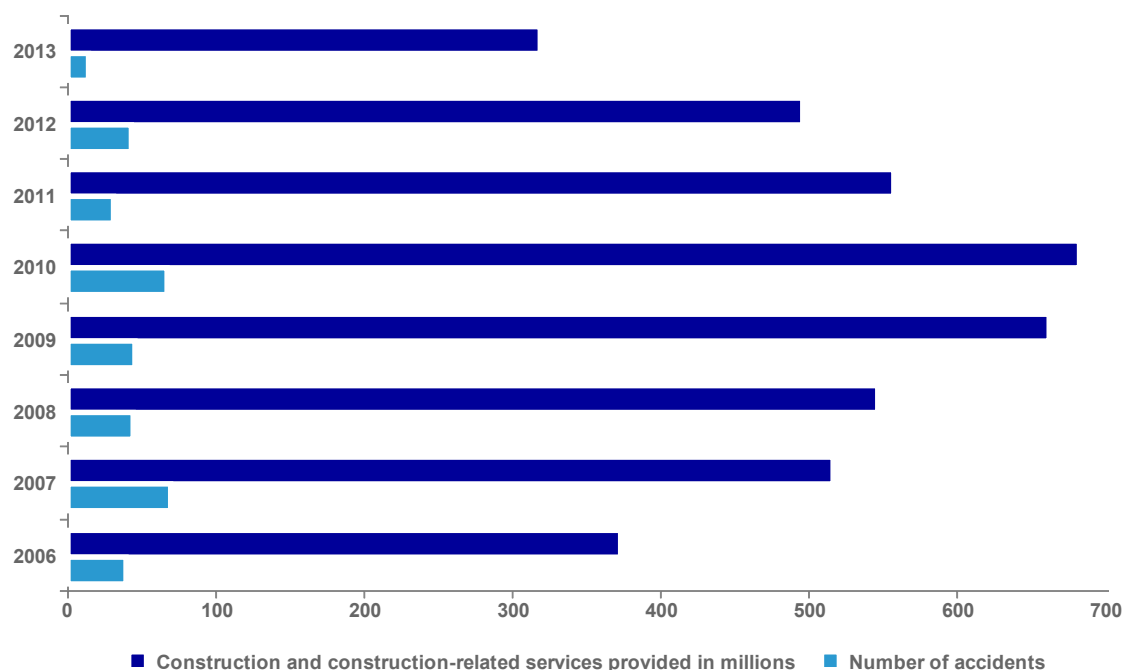


Filter: ☒ 2013 ☒ 2012 ☒ 2011

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



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



Filter ☒ 2013 ☒ 2012 ☒ 2011 ☒ 2010 ☒ 2009 ☒ 2008 ☒ 2007 ☒ 2006

### Note:

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

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## *Sustainability Program*

### **Preamble**

The aim of the Fraport Sustainability Program 2013 is to present the progress of sustainability performance in the Group. The program has been streamlined compared to the previous year and focuses more precisely on potential for improvement. In future, “ongoing” targets will be presented in the respective chapter of the report with all the corresponding activities.

## Customers

### Safety and security in air traffic



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

Safety and security in air traffic and on the airport site is always the top priority. We are continually developing our processes in order to ensure maximum safety and security standards at all times and we adapt them to new circumstances. One challenge is to structure the necessary security checks and measures to ensure that travelers and employees experience minimum impact as they go about their business. You will find targets and measures designed to ensure [product quality and customer satisfaction](#) in the appropriate area of action.

### Product quality and customer satisfaction



Target	Duration	Measure	Status
Permanent stabilization of the global satisfaction of passengers to at least 80%	2015	<p>Service program "Great to have you here!"</p> <p>Gradual stabilization of customer satisfaction with ease of transfer procedure to 80% (intermediate target 2013: 76%).</p> <p>Gradual stabilization of customer satisfaction with waiting time at:</p> <ul style="list-style-type: none"> <li>Security check 82 % (target 2013: 80%)</li> <li>Passport control (departure) 88% (Target 2013: 85%)</li> </ul> <p>Increase in customer satisfaction with friendliness of employees at</p> <ul style="list-style-type: none"> <li>Security check to 80%</li> <li>Passport control (departure) to 80%</li> </ul>	You can find information regarding the status in the section "Product quality and customer satisfaction" under <a href="#">indicators</a> .
Increase in the satisfaction of airline customers; measurement tool: Customer Service Index	2014	Implementation of a package of measures for airside and landside and corporate safety and security based on the survey results for airline representative	A majority of the measures derived from the survey carried out in 2012 were successfully completed in 2013. The other projects will be continued in 2014.
Increase in the satisfaction of airfreight customers with infrastructure packages and	2015	<ul style="list-style-type: none"> <li>Regular communication and cooperation with customers, process</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory measures completed for institutionalization of</li> </ul>

efficient processes in CargoCity Frankfurt		<p>participants and government agencies</p> <ul style="list-style-type: none"> <li>• Implementation of process-supporting intelligent IT systems for reducing queues and avoiding unnecessary traffic in CargoCity Frankfurt</li> <li>• Creation of additional infrastructure packages and parking spaces</li> </ul>	<p>cooperation with the Cargo Community; commencement of business activity in 2014</p> <ul style="list-style-type: none"> <li>• Regular communication processes established with government agencies</li> <li>• IT communication system for improvement of workflows in the operation phase</li> <li>• Conclusion of approval plan for additional parking positions in 2013; realization in 2014</li> </ul>
Increase in the proportion of originating passengers travelling to and from the airport by public transport (bus, suburban rail, regional rail, high-speed ICE, other long-distance trains)	2015	Connection of baggage conveyor system to the check-in desk at the AlRail Terminal	Planning completed at Fraport
		Support for expansion of integrated Ticketing/ Code Share Agreement between German Rail (DB) and other airlines	Measure is being planned
Growth in the originating passenger market by increasing the catchment area for users of public transport	2015	Improvement in the offering of scheduled long-distance bus connections from German regions which are not optimally connected to the long-distance rail network of German Rail (DB) to Frankfurt Airport.	Joint planning started for expansion of the bus station with bus companies and German Rail (DB).
		Information monitors and new signage in the long-distance railway station	Information monitors being planned, new signage completed.

## Employees

### Employee Development



Target	Duration	Measure	Status
Continuous reduction in accident events (total number of accidents) and days of absence due to accidents	2015	Improvement in the organization of company job safety	<ul style="list-style-type: none"> <li>Review of company-wide hazard assessments</li> <li>Implementation of interface control</li> <li>Completion of the missing hazard assessments "Function and Activity" and "Work Resources"</li> <li>Continuation in 2014</li> </ul>
		Reduction of work-related health hazards and musculoskeletal disorder	<ul style="list-style-type: none"> <li>Determination of physical loads with the assistance of an exposure log</li> <li>Derivation of measures</li> </ul>
		Redesign of the training concept for the issue of occupational safety for managers and employees in administrative areas	<ul style="list-style-type: none"> <li>Refresher training courses were launched in 2013 to complement the existing package of training measures. Expansion is planned for 2014.</li> <li>Development of an e-learning module for employees in administrative areas. Introduction is planned for 2014.</li> </ul>
Medium-term stabilization and long-term increase in attendance rate	2015/ 2020	Development and implementation of measures relating to work organization and health promotion designed to prevent work-related mental illnesses	<ul style="list-style-type: none"> <li>Recording of psychological stresses at Ground Services (BVD) and security checks</li> <li>Derivation and implementation of measures continued in 2013 and 2014</li> </ul>
		Improvement in gradual reintegration and in particular of employees with long-term illnesses	Projects being worked out, implementation from 2014

		Implementation of health workshops, health circles and information events	Stresses and their causes were identified in different areas in 2012 and 2013, and proposals for improvement were drawn up and implemented. Continuation in 2014
		Implementation of "Overall concept of company fitness"	<ul style="list-style-type: none"> <li>• Expansion of the fitness package at the airport site by a mobile fitness studio with special training facilities for the core trunk and back muscles for employees working in the apron area.</li> <li>• 2013 introduction of an allowance for fitness training near home, continuation in 2014</li> </ul>
Guarantee of at least 110 apprenticeship training places annually	2018	Differentiation of apprenticeship training package for all types of school-leaver with guarantee of one year's work after completions	<p>2013: 108 places taken up</p> <p>2014: at least 110 places are being offered</p>
Integration of young people with special learning needs, target is accepting 75% of the participants for training	2015	Continuation of the vocational preparation program "Ready for Take-off". Expansion to other vocations in cooperation with two subsidiary companies	<ul style="list-style-type: none"> <li>• Continuation in November 2013 with additional 12 places</li> <li>• Expansion to up to 17 places in spring 2014</li> </ul>
Needs-oriented vocational training with retention rate in employment of 70 % in the second year after completion of the training	2018	Shortfall in apprentices for technical vocations is countered by promoting the loyalty of employees who have completed their training with good grades	Resolution on advanced-training concept, negotiations on implementation commenced
Promotion of skilled staff and managers in the Group with internal recruitment to provide staff replacements in levels 1 – 4 of 75 %	2013	Further development of strategic succession planning	Adopted in 2012, annual implementation
		Development and establishment of the concepts of "specialist careers"	Gradual implementation in the Fraport parent company planned for 2014

## Appeal as an employer



### Target

Increase in employee

### Duration

2014

### Measure

### Status

- Employee satisfaction in

satisfaction measured by the Group Barometer from 3.06 to better than 3.0 (grade system from 1 (best) to 6 (worst))*			Group: 3.02 <ul style="list-style-type: none"> <li>Employee satisfaction in parent company: 3.12</li> <li>You can find further information in the section <a href="#">"Appeal as an Employer"</a>.</li> </ul>
		Gradual expansion of performance-based salary components	<ul style="list-style-type: none"> <li>5.94 million euros were paid out to payscale staff in 2013 (approx. 12.7% more than in the previous year).</li> <li>Non-payscale staff received performance-based bonuses totaling 2.9 million euros (the same amount as in the previous year).</li> </ul>
		Acquisition of additional rights to nursery places	The acquisition of new rights to nursery places could not be implemented.
		Provision of new nursery places for children of Fraport staff	Five nursery places have been available since 1 October 2013
Employee share participation program	2015	Increase in the proportion of employees' shares	Program being developed
		Support for the initiative to establish an employee share association	Support concept is being drawn up

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

## Diversity and equal opportunities



Target	Duration	Measure	Status
Increase in the proportion of women in management positions to 25-35 % within the Fraport parent company	2018	Increasing the proportion of part-time men and women in management positions	Proportion of managers in part-time work 2013: 5.7% (2012: 6.5%)
		Further development of supporting indicators	Proportion of women in management positions was determined as KPI. From 2013, additional surveying of supporting indicators, such as: <ul style="list-style-type: none"> <li>Proportion of women             <ul style="list-style-type: none"> <li>in new appointments</li> <li>in potential assessment centers</li> </ul> </li> <li>Employee satisfaction of women (based on Fraport Barometer)</li> </ul>

		Analysis of the salary development of women	Collection of data together with the Cologne Institute for Economic Research, on behalf of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth
		Development of specific training courses and sessions for women	Alignment of seminars and individual coaching sessions tailored to specific groups for women in management positions or with management potential
		Acquisition of additional rights to nursery places and other forms of childcare	You can find information regarding the status in the section <a href="#">"Appeal as an Employer"</a>
Promotion of specialist staff and management with a migration background	2020	Development and implementation of concept for specialist staff and managers	Measure is being prepared

## Environment

### Climate protection



Target	Duration	Measure	Status
Reduction of CO2 emissions per traffic unit (TU: one passenger with baggage or 100 kg of airfreight) by 30%, from 3.7 in 2005 to 2.6 kg/TU by 2020 (Fraport parent company, Scopes 1 and 2 GHG Protocol)	2020	Establishment of CO2/energy consumption controlling	Target process is implemented technically and organizationally. Integration of regular reports to the Executive Board has been implemented
Reduction of CO2 emissions by 2020 to 238,000 t despite expansion of the airport (Fraport parent company, Scopes 1 and 2 GHG-Protocol, baseline 2005)		Use of alternative drive technologies	Gradual implementation is planned until 2015. To date we have been deploying <ul style="list-style-type: none"> <li>• 8 electric pallet loaders (approx. 5 % of planned 20 %)</li> <li>• 4 serial hybrid baggage tow-tractors (approx. 3 % of planned 20 %)</li> <li>• 81 electric conveyor-belt trucks (approx. 86 % of planned 100 %)</li> <li>• 8 electric cars</li> <li>• 8 plug-in hybrid vehicles</li> <li>• 2 electric minibuses</li> <li>• 1 electric passenger staircase</li> <li>• up to 15 charging stations are planned for cars</li> </ul>
		Energy optimization for portfolio of buildings	The measure is implemented with specific projects based on life-cycle cost analyses. The target values are defined in the Guideline for Sustainable Building which was introduced with binding effect on 22 April 2013.

	Testing is being carried out for LED lamps in various areas	<ul style="list-style-type: none"> <li>• for apron illumination</li> <li>• in parking garages</li> <li>• in the arrivals hall and external area at Terminal 1</li> </ul>
	Development of life-cycle Costing (LCC) concept to provide planning and decision-making support, and implementation of an IT solution	IT solution is being developed
	Energy saving for the baggage conveyor system	<ul style="list-style-type: none"> <li>• Reduction of drive power in early-baggage stores, distributors and feeders;</li> <li>• Switching off of early-baggage stores already implemented in Terminal1;</li> <li>• Reduction of sliding friction by changing belts;</li> <li>• Investigation of further potential for savings from the end of 2013</li> </ul>

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

## Air quality



Target	Duration	Measure	Status
Recording and documentation of emissions of air pollutants resulting from the operation of the airport	2015	Development of a methodology for calculating air pollutant emissions for <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Aircraft handling</li> <li>• Subsequent inclusion of landside traffic is optional</li> </ul>	The conceptual phase is ongoing: analysis of the status quo and supplementing existing operational data for infrastructure, research of current emission factors, piloting of methodological approaches. <ul style="list-style-type: none"> <li>• Preliminary partial results for combustion of heating oil and natural gas are now available, consolidation of the results for infrastructure will be carried out to the end of 2013.</li> <li>• Preliminary results for ground handling in mid-2014.</li> </ul>
Reduction of emissions of air pollutants resulting from the operation of the airport	2020	Operation of a Pre-Conditioned-Air (PCA) pilot plant for stationary supply of air-conditioning to aircraft and reviewing the gradual introduction of other stationary PCAs.  You can find further	The findings from operation of the pilot plant will contribute to improvement of this plant and the ground processes. Requirements for future plants are derived from this.

## Conservation of Nature and Resources



<i>Target</i>	<i>Duration</i>	<i>Measure</i>	<i>Status</i>
Reduction of the paper consumption per member of staff at Fraport AG by 25 % by 2015 (based on 2009)	2015	1) Central printer concept 2) Project for electronic document administration 3) Test phase for double-sided printing as a standard setting for all members of staff	All measures have been successfully implemented. The aggregated savings in paper consumption over five years amounted to around 28 % at the end of 2013.
Reduction of the consumption of drinking water by higher usage of service water (not potable) in Terminal 1 (to 38% of total amount by 2016) and in the southern zone* (50% by 2020)	2016/ 2020	Expansion of usage of service water in Terminal 1 and in the southern zone*	The measures in Terminal 1 are being implemented, measures in the southern zone are at the planning stage
Reduction in the use of aircraft deicing agent by increasing the proportion of water used for each aircraft deicing operation by 20%	2014	Equipping 49 vehicles with NAD technology (N*ICE Advanced Deicing System)	Measure was successfully implemented. All vehicles have now been converted to NAD technology.

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

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## Noise Abatement

### Noise abatement



Target	Duration	Measure	Status
Achieving a lower number of people impacted by aircraft noise than specified in the capacity expansion plan with 701,000 aircraft movements	Until full utilization of capacity	Selected runway and route use (Dedicated Runway Operations, DROps)	<ul style="list-style-type: none"> <li>Original DROps concept successfully trialed</li> <li>Measure constrained by introduction of ban on night flights</li> <li>New concept "DROps Early Morning" has been implemented in regular operation since 28 June 2013: change in runway use remains in place but restricted to initial operating hour</li> </ul>
		Raising the approach angle to 3.2° with ILS (Instrument Landing System) on the Runway Northwest	<ul style="list-style-type: none"> <li>Pilot operation since 18 October 2012.</li> <li>Monitoring Program carried out by the German Aerospace Center (DLR); reductions in maximum noise levels of 0.5 to 1 db(A) measured at monitoring stations</li> </ul>
		Introduction of variable satellite-controlled Ground Based Augmentation System (GBAS) as a precision approach procedure	Joint-venture contract with German Air Navigation Services (DFS) concluded, groundbreaking ceremony on 17 October 2013 for ground station, roll-out of operation planned for 2014
Improvement in the noise situation for residents affected	2020	Expansion of the Casa 2 Program for purchasing residential properties from the core zone to transition zones I+II and by increasing the program's funds by 70 million euros to a total volume of more than 100 million euros	More than 200 properties had been purchased under the Fraport Casa Program by the end of 2013.
		Establishment of a Regional Fund to finance passive noise abatement measures for private households and eligible public institutions	The State of Hesse defined the respective funding guideline on 31 December 2012

	<p>Dialog with stakeholders from the region in the "Forum Airport and Region" on development of further measures</p>	<p>You can find information regarding the status in the section "<a href="#">Active Noise Abatement</a>"</p>
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You are here: Indicators & Facts > Sustainability Program > Community

## Community

### Voluntary engagement



Target	Duration	Measure	Status
Funding for projects supporting community development in the region, in particular in the areas of education, integration, compensation for social disadvantage and health care	2014	In 2013, more than 1,500 individual measures in the region received financial support from Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Funding of projects conserving the environment in the Frankfurt/RhineMain Region, in particular with focuses on biodiversity, climate protection and environmental education	2014	In 2013, 60 individual measures received financial support from Fraport AG through the Environmental Fund.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Improvement in access to vocational training places in the region	2020	In 2013, 31 projects in the region were financed by the Pro Region foundation of Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "
Funding of academic studies on the issues of air traffic and mobility	2020	In 2013, 24 academic studies and projects received financial support from the Erich Becker Foundation of Fraport AG.	Description of focuses in the section " <a href="#">Voluntary Engagement</a> "

## Owners

### Governance and compliance



Target	Duration	Measure	Status
Group-wide implementation of a system for integrated risk and compliance management	2012/13	Definition of strategic targets and priorities for implementation	Adoption of Compliance Management System (CMS) and GO Compliance Board in mid-March 2013. Roll-out concept for Integrated Risk and Compliance Management System (CMS) including the internal concept for Integrated Risk and Compliance Management System (CMS) including the Internal Control System for the Group companies is in place. CMS for the Group is undergoing a legal review. Compliance relevance analysis and further development of the CMS are subject to a processing backlog due to investigations by the state prosecutor's office. Further development of the Risk Management System (RMS) in the 4th quarter of 2013.
		Origination and implementation of communication measures, creation of CMS structures at subsidiaries including coordination of training concepts	<ul style="list-style-type: none"> <li>Kick-off with domestic companies in March 2013.</li> <li>Introduction of Compliance Officers at Fraport subsidiaries in September 2013. Now regular quarterly meeting.</li> <li>Large majority-owned subsidiaries abroad were visited and kept informed.</li> </ul>
Ensuring group-wide observance of the Fraport Code of Conduct by all members of staff	2014	Raising the awareness of Fraport employees and training through e-learning and face-to-face events. Gradual introduction throughout the Group	Launch of training modules "Value-based Compliance" and "Culture of Trust" in February 2013. Modules for Integrated Control System (ICS) 1+2 and Code of Conduct followed in August 2013. Around 2,800 qualified employees (with learning obligation)

			<p>Face-to-face event for managers of Fraport AG in April 2013.</p> <p>Kick-off for roll-out of Code of Conduct with the subsidiary companies in March 2013. A further 12 face-to-face events including for fire brigade over the course of the year.</p>
		Development and communication of a reference standard on practical implementation of the new code	<p>Drawing up an implementation strategy by March 2013, roll-out in the subsidiaries by 2014.</p> <p>Status at the end of October 2013: An implementation timetable was agreed with 21 subsidiary companies. Appropriate resolutions have already been passed by the Executive Managements in 14 companies.</p>
Firmly establishing sustainability in the corporate processes	2015	Increase in complementarity of financial and sustainability reporting. Development of joint key performance indicators (KPI)	Measures being worked out
		Regular meetings of the Sustainability Board chaired by the Chairman of the Executive Board	Three meetings in 2013

## Value creation



Target	Duration	Measure	Status
Target	Duration	Measure	Status
<p>Demand-oriented expansion of terminal capacities to at least 64 million passengers</p> <p>Demand-oriented expansion of apron positions</p>	By 2020	Modular realization of Terminal 3 including the necessary apron positions and taxiways	The building permit application for Terminal 3 was submitted on 17 September 2013, work is proceeding on further planning.
Increase in the net retail revenue to at least 4 euros per passenger	2017	<p>Optimization of existing rental floor spaces and concepts, qualitative growth in the portfolio</p> <p>Increase in profitability by monitoring and active management of lessees, and</p>	<p>Net retail revenue per passenger in 2013 : 3.60 euros</p> <p>You can find further information in the section <a href="#">"Product Quality and Customer Satisfaction"</a></p>

		optimization of marketplace sector mix	
Consolidating and expanding the proportion of external business in Group earnings	2020	<ul style="list-style-type: none"> <li>• Successful acquisition of airports and airport companies</li> <li>• Further development of existing subsidiaries</li> <li>• Conclusion of more consulting contract</li> </ul>	Information regarding the status is available in the Annual Report 2013, page 31.
Adjustment of airport charges to refinance infrastructure	By 2015	Conclusion of public contracts and contracts with airlines and airline associations	Charges for 2014 are increased by 2.9%; 2.9% increase also planned for 2015

## Procurement



<b>Target</b>	<b>Duration</b>	<b>Measure</b>	<b>Status</b>
Introduction of the Fraport Code of Conduct for Suppliers	2012-2014	Publication and communication of the Code of Conduct for Suppliers	Implemented in February 2013
		Group-wide implementation in supplier management	Launched in February 2013 within implementation in supplier management of the parent company
		Audit of relevant suppliers for compliance with the Fraport Code of Conduct	Suppliers of product groups and from countries with increased risk are audited separately.
		Support for cross-sector initiatives and cooperation in these initiatives for implementation of standards	Fraport AG is committed to a number of organizations including Transparency International German Chapter and the UN Global Compact.

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## GRI Index

Our Sustainability Report 2013 complies with the guidelines of the [Global Reporting Initiative \(GRI\)](#) in the version G3.1. The Airport Operators Sector Supplement (AOSS) dealing specifically with airport operators was taken into account. The report meets the requirements for „[Application Level A+](#)“ and therefore fulfills the application level of the GRI guidelines.

The GRI Index shows where information on the individual issues and aspects of sustainability reporting can be found.

You will find a complete overview of the [GRI Content Index](#) here.

You are here: Indicators & Facts > GRI Index > Profile

## Profile



### Aspect: Strategy and Analysis

#### 1.1 Statement from the most senior decision-maker of the organization

Sustainability for Fraport means taking responsibility for structuring the future. We understand sustainable development to be a continuous process. We believe that the entrepreneurial scope for action can only be ensured by consistent inclusion of non-commercial aspects in the management processes. We are aware that our corporate governance will inevitably lead to conflicts of interest within our company and between us and our stakeholder groups. Our "license to operate" and our "license to grow" can only be secured over the long term, if we find the right balance between the factors relevant for the company and for the community in solving these conflicts of interest (see ["Our understanding of sustainability"](#)).

See also ["Foreword"](#)

– Trends which influence our sustainable development:

See ["Sustainability management"](#)

– Strategy:

The Group strategy Agenda 2015 was developed on the basis of the Group vision and Group targets of Fraport AG adopted in 2004 (see <http://www.fraport.com/en/the-fraport-group/about-us/visions-goals-strategy.html>). Sustainability is one of the five core elements from which the strategic challenges and the necessary measures of the company to master them are derived (for more information see ["Sustainability management"](#)).

– What we achieved in 2013:

Target attainment is measured in our Sustainability Program. See ["Sustainability Program"](#).

The section "Business development 2013" in the Management Report of the Annual Report 2013 included information on the business development (see [Annual Report 2013](#), p. 24ff).

– What we did not achieve in 2013:

Target attainment is measured in our Sustainability Program. See ["Sustainability Program"](#).

The section "Business development 2013" in the Management Report of the Annual Report 2013 included information on the business development in 2013 (see [Annual Report 2013](#), p. 24ff).

– Assessment of performance in 2013 (targets compared with performance):

The attainment is measured in our Sustainability Program. See also ["Sustainability Program"](#).

– Outlook on the challenges for the coming year:

The challenges for the coming year lie in attaining the targets defined in the Sustainability Program for 2014. See also ["Sustainability Program"](#).

– Medium-term objectives:

The medium-term objectives are defined in the Sustainability Program. See also ["Sustainability Program"](#).

#### 1.2 Description of key impacts, risks, and opportunities

– Approach for identifying the key issues (areas of action):

A strategic goal of Fraport is to generate value over the long term. In this context, the Materiality Matrix makes a contribution to recording key issues relevant to sustainability. It also contributes to assessing the future opportunities and risks for the company and adopting a controlled approach to dealing with them. Derived from the Group Strategy (see indicator 1.1) and the Agenda 2015 (see indicator 1.1), Fraport drew up a Materiality Matrix for the first time in 2010 which records the most important areas of action for the future development of the Group. For the approach adopted in the development of the Materiality Matrix see "[Materiality Matrix](#)".

– Opportunities/risks:

For a description of the opportunities and risks see "[opportunities and risks](#)".

Information on the opportunities and risks of the company are explained in the opportunities and risks report of the Annual Report 2013.

– Targets and measures (Sustainability Program):

A comprehensive overview of all the issues including the associated targets and measures is provided in the [Sustainability Program](#).

– Positioning in the high-priority areas of action and approach to the opportunities and risks:

See "[opportunities and risks](#)".

– Management (governance) of the opportunities/risks:

The targets and measures are adopted in the Sustainability Board. The Sustainability Program serves the Sustainability Board for purposes of monitoring and controlling (see "[Organizational Structure](#)").

Within the framework of validation in conformity with EMAS, Fraport AG is certificated with conformity with statutory regulations, a systematic approach to corporate environmental protection, a continuous improvement in environmental performances, and provision of information to the general public about its environmental impacts and performances. Since 1999, the information has been provided in an Environmental Statement published on a regular basis. Comprehensive Environmental Statements are published every 3 years. In the interim, we report on annual progress in abridged Environmental Statements (see <http://www.fraport.com/en/sustainability/stakeholder-dialog/publications.html>).



## Aspect: Organizational Profile

### 2.1 Name of the organization



Fraport AG



### 2.2 Primary brands, products, and/or services



– Brand: Fraport AG has a profile in the marketplace under the brand "Fraport".

– Products and services: see "[Profile](#)"

– Operating limits: Fraport AG has an integrated business model. All products and services are exercised by Fraport AG and its subsidiary companies. All products and services are provided by Fraport AG and the subsidiary companies.



### 2.3 Operational structure



– Structure: <http://www.fraport.com/en/the-fraport-group/about-us/management—organization.html>

– Subsidiary companies and investments: <http://www.fraport.com/en/the-fraport-group/fraport-worldwide/subsidiaries-investments.html>

– Airports: [www.fraport.com/en/the-fraport-group/fraport-worldwide/our-airports.html](http://www.fraport.com/en/the-fraport-group/fraport-worldwide/our-airports.html)

– Consulting: <http://www.fraport.com/en/the-fraport-group/fraport-worldwide/consulting.html>



## 2.4 Location of organization's headquarters



– Headquarters: Frankfurt/Main



## 2.5 Number of countries where the organization operates



– Number of countries: 14

– Important countries: see “[Profile](#)”



## 2.6 Nature of ownership and legal form



– Legal form: Fraport AG is a public company limited by shares (Aktiengesellschaft) in accordance with German law.

– Ownership: The shares in the company are listed on the Frankfurt Stock Exchange and are included in the MDAX, the index for medium-sized German joint-stock companies. On account of the stakes held by the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH, and the consortium contract between these two companies, Fraport AG is a company controlled by these shareholders. (see <http://www.fraport.com/en/investor-relations/the-fraport-share-basic-data-shareholder-structure.html>).

– Regulatory framework conditions: Fraport AG is a public company limited by shares (Aktiengesellschaft) in accordance with German law. The shareholder structure can be seen by going to <http://www.fraport.com/en/investor-relations/the-fraport-share-basic-data-shareholder-structure.html>.



## 2.7 Markets



– [Markets](#)

– [Destinations](#): A classification by the number of airline customers is not possible.

– Customers: 40 million consumers live in the catchment area of 200 kilometers around Frankfurt Airport. The airport is in the conurbation area of the Frankfurt/Rhine-Main Region.

– Business activities without direct link to air travel:

1) [Airport retailing](#)

2) [Real estate management](#)

3) [Parking space management](#)

4) [Energy and utilities](#)

5) [IT services](#)

6) [Airport promotion](#)

The markets served by us do not differ in terms of the types of customers served. A corresponding breakdown is therefore not possible. Classification by number of airline customers is not possible with the available data collection methods.



## 2.8 Scale of the organization



The following data apply to the Fraport Group for 2013:

- Number of employees\* of the Fraport Group (31 December 2013): 21,986
  - Number of all staff who work at the airport: around 78,000\*\* (including Gateway Gardens & The Squire)
  - Revenue: 2,561.4 million euros
  - Total assets 9,523.4 million euros
  - Shareholders' equity: 3,098.8 million euros
  - Non-current liabilities: 5,523.3 million euros
  - Current liabilities: 901.3 million euros
  - EBITDA: 880.2 million euros
  - Group result: 235.7 million euros
- Quantity of products and services: Aviation (flight and terminal operations, corporate safety and security, ground services, fire brigade, VIP services) and Non-Aviation Services (airport retailing, parking garage management, real estate management, energy and supplies, airport advertising, IT services) can be seen at <http://www.fraport.com/en/our-expertise.html>. Fraport is a service provider and not a manufacturing company, details relating to quantity of products are therefore not applicable.
- Size of the airport site: 21 km<sup>2</sup>

The take-off and landing runway system at Frankfurt Airport comprises four runways, of which three run parallel in the direction east-west and one is aligned in the direction north-south:

- Center runway: 4,000 meters long
  - Take-off and landing runway south: 4,000 meters long
  - Take-off runway west: 4,000 meters long
  - Landing runway north-west: 2,800 meters long
- The operating direction depends on the wind direction and wind strength.
- Minimum Connection Time: 45 minutes
  - Number of aircraft movements: 472,692
  - Number of airlines which have flown to the airport during the period under review: 164
  - Number of destinations that were flown to during the period under review: 387

See also (including also the financial data for the investments) [Annual Report 2013](#) p. 53 ff and 92 ff.

\* Employees including temporary staff, apprentices and employees on leave as at 31 December in accordance with GRI.

\*\* The figures for 2013 were not available when this report went to press.



## 2.9 Significant changes regarding size, structure, or ownership



See [Annual Report 2013](#), p. 24 ff and p. 102 ff.



## 2.10 Awards received



See "[Indicators & Facts](#)".



### Aspect: Report Parameter

## 3.1 Reporting period



See "[Principles of Reporting](#)".



## 3.2 Date of most recent previous report



See ["Principles of Reporting"](#).

### 3.3 Reporting cycle

See ["Principles of Reporting"](#).

### 3.4 Contact point for questions regarding the report

Siehe ["Imprint"](#)

### 3.5 Process for defining report content and stakeholders

– Identification and prioritization:

The selection and weighting of the issues presented in our Sustainability Report are carried out on the basis of the principles formulated in the Global Reporting Initiative (completeness, materiality and inclusion of stakeholders). The material issues are identified and prioritized in the Materiality Matrix. See also ["Principles of reporting"](#) and ["Materiality Matrix"](#).

– Inclusion of stakeholders:

The key issues are developed in dialog with stakeholders. The results of these dialogs are included periodically in the development of the Materiality Matrix. See ["Materiality Matrix"](#).

– Validation:

The completeness and quality of the report are regularly audited in the ranking of sustainability reports by the Institute for Ecological Economy Research [IÖW/future Ranking](#). The conclusions drawn by Fraport from the ranking are included in the conceptual approach of the subsequent report.

See also ["Our stakeholders"](#).

### 3.6 Boundary of the report

See ["Principles of Reporting"](#).

### 3.7 Limitations on the scope of the report

We communicate the information that is necessary in order to be in a position to assess the performance of the Fraport Group on the route to sustainable development for the scope defined in the period under review in the report. This primarily includes all material ecological and community/social impacts of the organization. The economic performances of the Group are only outlined in the Sustainability Report, comprehensive information on this area is included in the [Annual Report 2013](#).

More extensive information on our environmental impacts is included in our [Environmental Statements](#) within the scope of EMAS certification.

### 3.8 Joint ventures, subsidiaries, outsourced operations

The information in the Sustainability Report includes all companies which we have included in the group of consolidated companies for purposes of financial reporting at the relevant balance sheet date. The consolidated financial statements included the parent company Fraport and all the affiliated companies in full as well as including proportionately any joint-venture companies. Associated companies are valued at equity in the consolidated financial statements. We draw attention to any deviations which we believe should be regarded as material for the assessment of the performance.

See also ["Principles of reporting"](#).

### 3.9 Data measurement techniques

See ["Principles of Reporting"](#).

### 3.10 Re-statements of information provided in earlier reports

The Group personnel indicators for the years 2010 to 2012 were partly adjusted retrospectively on account of deviations in consolidation (see ["Personnel"](#)). This is noted appropriately in the footnotes for the relevant cases.

### 3.11 Significant changes from previous reporting periods

– Scope and limits of reporting: No changes

– Measuring methods: From 2012, the environmental indicators will be collected by the same methods as those used for the financial and personnel indicators (see ["Data collection"](#)). Since 2013, we have also collected data for environmental figures from subsidiary companies for Cleaning Service mbh & Co. (GCS) CS and Airport Cater Service (ACS). The group of consolidated companies deviating from this was not adjusted retrospectively for the years 2009 to 2012.

– Changes in the group of consolidated companies: see [Annual Report 2013](#), p. 102 ff.

### 3.12 GRI Content Index

This document.

### 3.13 External assurance for the report

See ["Auditor's Report on the financial statements"](#), p.195.

## Aspect: Governance, Commitments, and Engagement

### 4.1 Governance structure

In accordance with German legislation, Fraport is governed by a dual management system. The Executive Board manages the company with responsibility for sustainable growth in the interests of the company, i.e. taking account of the requirements of the shareholders, its employees and the other stakeholder groups associated with the company. The Executive Board develops the strategic direction of the company, defines it together with the Supervisory Board and ensures implementation. The Executive Board is responsible for compliance with the statutory regulations and internal company guidelines and ensures compliances within the Group. The Executive Board also ensures appropriate risk management and risk controlling within the company. The Supervisory Board appoints, monitors and advises the Executive Board. Fundamental decisions for the company require the consent of the Supervisory Board. The

Supervisory Board has 20 members and has equal shareholder and employee representation. The shareholder representatives are appointed by the shareholders at the Annual General Meeting. The employees are elected by the employees in accordance with the regulations of the Co-determination Act. The period of office is five years.

More detailed information on the individual members of the Supervisory Board, the composition and work of the committees is provided in the [Annual Report 2013](#), p. 16ff. A list compiled by the Supervisory Board relating to diversity aspects is provided in the section "[Indicators & Facts](#)".

## ***4.2 Independence of the Chair of the highest governance body***

The Chair of the Supervisory Board is not a Member of the Executive Board.

## ***4.3 Independent members of the highest governance body***

This information is only necessary for organizations without a Supervisory Board. Fraport AG has a Supervisory Board under German legislation for joint-stock companies.

## ***4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body***

The employees have equal representation with employers in the governance body of the Supervisory Board pursuant to German legislation. The Supervisory Board has a separate Human Resources Committee. The function of the Human Resources Committee is to prepare resolutions pertaining to human resources. The employee representatives on the Supervisory Board can make recommendations to the Executive Board. Recommendations can also be made to the Executive Board through the system of Works Councils.

The shareholders of Fraport AG assert their voting rights in the company and their right to voice their opinions at the Annual General Meeting. In the run-up to the Annual General Meeting, shareholders are informed about the business developments and the agenda for the meeting. During the year, the shareholders receive the latest information about the company through interim reports and additional publications on the home page. The representatives of the shareholders and employees prepare for each meeting of the Supervisory Board, as necessary with members of the management. The members of the Executive Board take part in the meetings of the Supervisory Board, unless the Supervisory Board decides in individual cases to meet in the absence of the Executive Board.

The Supervisory Board is regularly informed in each of its meetings by the Executive Board about the economic, ecological and social performance. This takes place due to the obligation arising from Article 90 Stock Corporation Act (AktG) which commits the Executive Board to informing the Supervisory Board about the economic development on a regular basis. These discussions also regularly address the company-specific environmental issues. Social issues are generally addressed in advance in the Human Resources Committee so that they can be presented to the Supervisory Board in the context of regular items on the agenda

See also [Annual Report 2013](#).

## ***4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance***

The compensation of the Executive Board of Fraport AG was linked more firmly to longer-term criteria in 2010 and meets the requirements defined by the Act on Appropriateness of Management Board Compensation (VorstAG). In accordance with the recommendations of the German Corporate Governance Code in the version dated 13 May 2013, further adjustments were agreed with the Executive Board in December 2013, in particular in relation to caps for variable compensation elements. In 2013, the salary structure of the executive employees was also adjusted accordingly. Detailed information on remuneration, also for the Supervisory Board, is included in the Remuneration Report in the [Annual Report 2013](#) (p. 16ff) of Fraport AG.

Since 2009, sustainability has been incorporated within the new compensation system for the Executive Board. In 2010, the salary structure of executive employees was also adjusted appropriately. The new compensation structure has been designed for the long term with assessment principles covering several years and the possibility of a ceiling for extraordinary developments. The pay structure is therefore geared more strongly than previously to the long-term and sustainable development of the company. Parts of the remuneration are linked to longer-term criteria of employee satisfaction, employee development and customer orientation. The parameters are defined by employee and customer surveys and the future development of jobs.

#### **4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided**

The approach to conflicts of interest is dealt with in the [Fraport Corporate Governance Code](#).

According to the Corporate Governance Code, the Members of the Executive Board are subject to a comprehensive prohibition on competition during their activity for the company. Members of the Executive Board and staff members must not in connection with their activity request or accept payments or non-cash benefits for themselves or for other persons from third parties, and they must not grant unjustified advantages to third parties. The Members of the Executive Board have an obligation to act in the interests of the company. No Member of the Executive Board may pursue personal interests when they take decisions and make use of business opportunities which rightly belong to the company for their own personal interests. Each Member of the Executive Board must immediately disclose any conflicts of interest to the Supervisory Board and must inform the other Members of the Executive Board about any such conflicts. All transactions between the company on the one hand and persons related to them or any companies with close personal relationships to them must be conducted on an arm's-length basis at standard commercial conditions for the sector. Transactions between the company and the Members of the Executive Board can only be concluded by the Supervisory Board. Significant other transactions (i.e. any transactions between Members of the Executive Board and any other Group companies, and between the company and persons related to the Members of the Executive Board or companies with close personal relationships to them) require the consent of the Supervisory Board. Members of the Executive Board may only take on part-time activities outside the company, in particular memberships of supervisory boards, with the consent of the Supervisory Board.

Each Member of the Supervisory Board has an obligation to act in the interests of the company. No Member of the Supervisory Board may pursue personal interests when they take decisions and make use of business opportunities which rightly belong to the company for their own personal interests. Each Member of the Supervisory Board must immediately disclose to the Supervisory Board any conflicts of interest, which may arise as a result of a consultancy or governance-body function with customers, suppliers, lenders or any other business partners. The Supervisory Board will then submit a report informing the Annual General Meeting about any conflicts of interest which have occurred and the measures that were taken to remedy them. Material and not just temporary conflicts of interest in the person of a Member of the Supervisory Board will lead to the termination of the office. Contracts with consultants and other contracts for services of a Member of the Supervisory Board with Fraport AG require the consent of the Supervisory Board.

#### **4.7 Qualifications and expertise of the members of the highest governance body, including any consideration of gender and other indicators of diversity**

The structure of the management and governance bodies of Fraport AG is based on German joint-stock legislation. The Supervisory Board meets at least four times a year. Once a year, it reviews the efficiency of its activity. This enables issues to be identified that require the initiation of individual career development measures. For further information see "[Statement on Corporate Governance](#)" pursuant to Article 289a German Commercial Code (HGB) and the Corporate Governance Report in the Annual Report 2013. When proposals for election of the Supervisory Board members are considered, emphasis is placed on Supervisory Board members having the necessary know-how, skills and specialist experience to carry out the functions properly. They must also have the appropriate level of independence. The Supervisory Board has also been addressing the issue of "Diversity" in a more in-depth approach. In 2010, it already passed resolutions on this matter which affect the company in general and the composition of the Executive Board and the Supervisory Board themselves.

#### **4.8 Internally developed statements of values, codes of conduct, and**

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized standards for goods and responsible corporate conduct.

In 2007, Fraport made a commitment to the UN Global Compact principles. Following on from these principles, we decided in 2012 to develop the content of the “Values Management System” which had been primarily focused on anti-corruption measures up to that point. The new Codes of Conduct for Employees and Suppliers are a constituent element for the realignment of values-based compliance. The Code of Conduct for Suppliers formulates rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship. Similar to the Code of Conduct for Employees, this code addresses the issues of compliance, working conditions, and human rights and was supplemented by the aspects of environmental conservation and climate protection (see “[Compliance and Code of Conduct](#)”). At the beginning of 2013, these were initially introduced to the German companies of the Fraport Group and they were then gradually rolled out in the majority shareholdings abroad. The Group Codes were introduced as a dedicated code for each subsidiary company of Fraport AG.

Fraport has different management systems which support responsible corporate governance (for more information see “[Risk and Compliance Management system and Internal Control System](#)”).

The Environmental Policy of Fraport AG has been adopted and signed by the Executive Board of the company. It is therefore binding on the whole Group. This policy commits Fraport AG to adopt an environmentally compliant approach for all the business activities it is involved in at all its sites (for further information see [Environmental Statement 2011](#), p. 9).

The Group company agreement entitled “The Conduct of Partnership, Diversity and Equality at the Workplace” defines the principles for antidiscrimination, equal opportunities, the advancement of women into management positions and diversity for Fraport. These principles are a key element for decision-making on personnel appointments, training measures, organizational changes and structuring work time.

“We show the flag: Fraport Management Principles”. The Fraport management principles are based on vision and corporate goals and define the management ethos at Fraport AG. All managers are committed to these principles.



#### ***4.9 Procedures of the highest governance body for overseeing the management of economic, environmental, and social performance***



The Executive Board takes responsibility for monitoring and managing the issues relevant to sustainability through the Sustainability Board established within the organization. The Sustainability Board develops the Sustainability Program. The annual survey on the success of measures and findings from our stakeholder dialogs form the basis for this program (see “[Organizational Structure](#)”). The Sustainability Board meets three to four times each year. The Executive Board develops the strategic direction of the company and defines it together with the Supervisory Board. The status of implementation of the strategy is discussed with the Supervisory Board at regular intervals.



#### ***4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance***



The Supervisory Board meets at least four times a year. Once a year, it reviews the efficiency of the activity of the Executive Board (see “[Statement on Corporate Governance / Corporate Governance Report](#)” according to Article 289a German Commercial Code (HGB) and the “Report of the Supervisory Board” in the [Annual Report 2013](#).)



#### ***4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization***



Fraport actively looks for opportunities and embraces them if the magnitude of the projected benefits and the exposure to risks are in a reasonable relationship. A controlled approach to risks is the primary goal of risk management (see [“Materiality Matrix”](#)).

Furthermore, our business model supports a precautionary approach when dealing with environmental problems while also taking into account aspects such as the cost efficiency, economic feasibility and sustainability of our environmental programs (see [Environmental Statement 2011](#), p. 6 f).

A range of comprehensive measures directed toward preventive health and safety are designed to avoid the physical, psychological and social forms of stress that employees experience at work as far as possible. If stress cannot be avoided, the preventive measures are intended to reduce or compensate for it (see [Occupational safety](#) and [“Health promotion”](#)). The Executive Board and the employees have formulated a statement of principles on occupational health and safety and incorporated it into the Group guidelines.

Security is a key condition for air traffic. This principle applies equally to passenger traffic and airfreight. This is why security management has always been a top priority at Fraport. Increasingly advanced technologies and more and more personnel are being deployed at Frankfurt Airport to guarantee the security of passengers, baggage and cargo. The security of people working at the airport is also a top priority. The Security Management System (SMS) at Fraport AG is an instrument set up in conformity with the ICAO standards and recommendations. It records and evaluates all events relevant to security in airport operations and potential weak points in the operating processes. The SMS is directed toward all users at Frankfurt Airport, the relevant processes, procedures and responsibilities are defined in a manual accessible to all internal personnel (see [“Security and safety in air traffic”](#)).

#### 4.12 Externally developed charters, principles, or other initiatives

– Voluntary initiatives (selection):

Fraport AG has made a commitment to compliance with the most important internationally recognized codes of conduct to promote responsible corporate governance at all Group sites – the principles of the UN Global Compact (since July 2007), the OECD principles and the ILO core labor standards.

In addition, Fraport signed the Business Conduct Rules of the biggest European purchasing association, the German Association of Materials Management, Purchasing and Logistics (AMMPL) in 2009. The guideline is based on the principles of the UN Global Compact and includes fundamental anti-corruption rules, antitrust agreements, rules on child labor and forced labor, and compliance with human rights, environmental protection and health promotion, and fair working conditions. The companies signing up to the agreement have made a commitment to promoting the “Business Conduct Rules” with their suppliers with the best possible effectiveness.

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002. The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized principles for good and responsible corporate conduct. The Fraport Code also includes the essential rights of the shareholders who provide the company with the necessary equity capital and bear the entrepreneurial risk. The Fraport Code is firmly based on the German Corporate Governance Code.

Equal opportunities, diversity and getting the work-life balance right for career and family are key elements of our employment policy. Fraport signed the Charter of Diversity in December 2007.

Since 2002, Fraport has been a member of [Transparency International German Chapter](#).

Fraport participates in Airport Carbon Accreditation (ACA), a program of ACI Europe with the objective of persuading the maximum number of European airports to adopt CO<sub>2</sub>-neutral operation. Frankfurt Airport was the first airport to be assessed on the basis of the rules of the ACA and was included in the program in 2009. The highest level of 3+ can be reached in four stages. In 2011, Frankfurt Airport was accredited to Level 3 and Antalya Airport was accredited to Level 3 in 2012.

– Mandatory initiatives:

Reporting is in accordance with the principles of the International Accounting Standards Board (IASB). As the capital-market oriented parent company of the Fraport Group, Fraport AG must prepare its consolidated financial statements in accordance with IFRS Reporting.

See also [“Indexes, awards and memberships”](#).

#### 4.13 Memberships



Fraport pursues its interests through membership of the industry organizations [Task Force for German Commercial Airports \(ADV\)](#), [Airports Council International \(ACI\)](#), Europe and World. Fraport is also a founding member of the [Federation of the German Air Traffic Industry \(BDL\)](#). BDL focuses on the importance of air traffic as an economic factor for Germany and has defined its target as highlighting its contribution to safe mobility, climate and environmental protection. We are working together with the bodies there to prepare positions on the issues of air traffic. They also include positions on projected legislation and political initiatives (for more information see section [“Our stakeholders”](#) and [“Stakeholder commitment Fraport AG”](#)).



#### 4.14 List of stakeholder groups



Our principal stakeholder groups are: finance and capital market, Supervisory Board, passengers and visitors, airline companies, employees and employee representatives, neighbors, community, business partners, politicians and government agencies.



#### 4.15 Selection of stakeholders



The stakeholder groups relevant to us were defined in the Sustainability Board. These groups should be selected and included. We seek a dialog with our business partners, our customers, and with politicians. We also seek dialog with our critics, particularly those people who live their lives near the airport and experience the negative impacts of aircraft noise. Last but not least, we are also dedicated to looking after more than 78,000\* employees at the biggest workplace in Germany. As a large company, we bear direct social responsibility for some of these people and we have indirect social responsibility for the other people working here.

See also [“Dialog”](#).

\* The data for 2013 were not available when this report went to press.



#### 4.16 Approaches to stakeholder engagement



Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular exchange of views with our stakeholder groups (for further information see [“Stakeholder engagement at Fraport AG”](#).) The central functions of the Sustainability Board involves collating the information relating to specific areas and integrating the data systematically within the strategic process.

See also [“Dialog”](#).



#### 4.17 Key topics and concerns that have been raised through stakeholders



– Approach to integration of the interests of the stakeholders:

The Materiality Matrix helps us to identify and take account of risks and opportunities for the benefit of Fraport, or to avoid impacts as appropriate. The systematic exchange of information with the most important internal and external stakeholders enables us to develop perspectives for the strategic alignment of the company. We outline below the opportunities we want to take forward into the future. We present key risks in our [Annual Report 2013](#).

We first developed a Materiality Matrix in 2010. The result was 17 areas of action which we developed from all the most important issues for Fraport on the basis of the Guidelines of the Global Reporting Initiative (GRI) and in an interactive dialog with the most important stakeholder groups of the company. The matrix reflects Fraport's broad understanding of sustainability which is not simply restricted to environmental factors but also encompasses economic and community or social aspects.

We updated this Sustainability Matrix in 2013 and at the same time reviewed and adjusted the areas of action. For

purposes of drawing up the new matrix, the Executive Board and the Managers of the Business Units, Services Units, and Central Units were requested to assess the areas of action on the basis of their importance for the future capability of the company. Managing Directors of selected subsidiary companies – here the three biggest subsidiaries in Germany measured by the number of employees (APS, FraSec and GCS) and the Managing Directors of our majority holdings in Antalya, Lima, Varna and Burgas – were requested for their assessment.

In the second stage, we asked representatives of our most important stakeholders (capital market, airline companies, passengers, employees, local residents, NGOs, business partners and government) for their assessment of the relevance of the individual areas of action. The updated matrix was adopted by the Sustainability Board.

– Resulting key issues:

The Sustainability Program was derived from this Materiality Matrix. This focused on the areas of action with maximum priority:

- Safety and security in air traffic
- Product quality and customer satisfaction
- Value creation
- Employee development
- Compliance/Governance
- Appeal as an employer
- Valued added and engagement in the region
- Climate protection
- Air quality
- Conservation of nature and resources
- Diversity and equal opportunities
- Procurement

A comprehensive overview of all the issues, including the associated targets and measures is provided in the [Sustainability Program](#).

– Implementation in communication:

The Sustainability Board of Fraport AG adopted the targets and measures at the end of 2013. The Sustainability Program is a key element of sustainability reporting. It allowed the interests of the stakeholders to be integrated in reporting.



## Economic Performance Indicators



### Management Approach EC

#### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the area of action "Value Creation" (see "[Value Creation](#)").

#### Policy:

Alongside our function of providing transport, the interest of our owners is safeguarding value and income over the long term, i.e. sustainable corporate development. We want to continuously increase the assets of Fraport, generate a reasonable return on the equity capital and generate the financial means that are necessary for financing future development. Target attainment is measured by various indicators such as value added, ROFRA (Return on Fraport Assets), sales and earnings. Fraport has been planning and controlling the development of the Group based on the principles of value-based management since 2001 with the objective of bringing about a sustainable increase in corporate value. Key measurement and control parameters of this strategy include "Fraport Value Added", which is calculated as the difference between the Cost of Capital for the company (Fraport Assets x Weighted Average Cost of Capital) and EBIT (for further information see [Annual Report 2013](#)).

#### Organizational responsibility:

The highest level in the organization, which takes responsibility for the economic performance, is the Chief Financial officer (CFO).

#### Context/Opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2013](#), p. 67 ff).

#### Aspect "Economic performance":

For information on the economic performance of the Group see "[Financials](#)" and "[Owners](#)".

The subsection "Business development 2013" in the Management Report of the Annual Report 2013 comprises the information about the business development in 2013 (see [Annual Report 2013](#), p. 24 ff).

Information on the opportunities and risks for the company is provided in the Opportunities and Risks Report of the Annual Report 2013.

#### Aspect "Market presence":

Fraport AG operates on four continents as a full-service provider in airport management through investments and subsidiary companies (see "[Profile](#)" and <http://www.fraport.com/en/the-fraport-group/fraport-worldwide/our-airports.html>).

#### Aspect "Indirect economic impacts":

The airport is an important economic factor for the Frankfurt/Rhine-Main Region. Thanks to its central location and the link with the airport, this region has been transformed into one of the most dynamic and most highly integrated international economic zones in Europe. Our economic value added benefits the various stakeholder groups in the company, for example staff members and shareholders. It is therefore a good benchmark for the community benefit of our business activities. 62 percent of our value added and the biggest share goes to our staff members in the form of wages, salaries and social benefits, around 14 percent each goes to our lenders and shareholders in the form of interest and dividends respectively. We support a wide variety of sports, social, cultural and ecological activities in the area surrounding Frankfurt Airport (see "[Value added for the region](#)" and "[Financials](#)"). Our members of staff and our Group companies abroad also make important volunteering commitments, generally in the area of social engagement (see

## Aspect: Economic Performance

### ***EC1 Direct economic value generated and distributed***



See [“EC1 Direct economic value generated and distributed”](#).



### ***EC2 Financial implications due to climate change***



Fraport AG has implemented a Management and Controlling System in order to identify risks for business activity at an early stage, assess the risks, monitor them continuously and take consistent actions. The system is directed toward limiting risks to an acceptable level within the scope of the options available. The Executive Board maintains a total overview of key Group risks and reports to the Supervisory Board on that basis. Extensive information on this area is provided in the Annual Reports and Interim Reports of Fraport AG.

Physical risks at the airport associated with climate change are identified within the scope of EMAS (Eco-Management and Audit Scheme). The changes in weather conditions incurred by climate change, such as heavy rainfall and severe winds/storms could restrict capacities at the airport in certain cases.

The shortage of resources entailed by climate change will be increasingly important for the efficiency of managing air traffic. Frankfurt Airport is a very efficient hub in many ways. One of the factors for efficiency is the high volume of air traffic that is managed in a comparatively small area. Out of the hub airports with a comparable traffic volume, Frankfurt Airport ranks among the smallest and this is an important issue in relation to protection of biodiversity in an urban conurbation like the Frankfurt/Rhine-Main Region.

Another efficiency benefit of air-traffic hubs like Frankfurt is seamless coordination of flight connections delivering numerous ecological advantages. Fewer point-to-point connections are required and this enhances capacity utilization of aircraft. More wide-bodied aircraft can be used and the balance between performance/emissions/noise is significantly better than in small aircraft. Another advantage is the possibility of combining passenger and airfreight transport. Around half of the airfreight in Frankfurt is transported as co-loaded freight on passenger flights. Continuous optimization of ground processes and the use of energy-saving equipment and vehicles also contribute to increasing efficiency.

Fraport is joining forces with partners to develop Frankfurt Airport into “Frankfurt Airport City” – an outstanding mobility and real-estate location. Our real-estate and floor-space development is based on erecting energy-efficient buildings and enhancing the energy efficiency of existing buildings. The companies based here benefit from short routes within Airport City as well as being connected to an excellent traffic infrastructure network. The intermodal traffic hub in Frankfurt is connected to all transport systems: rail, road and even waterways on which a large proportion of the fuel required can be transported. The direct connection to the high-speed rail network and regional transport allows short-haul flights within Germany to be transferred to rail. A large proportion of passengers (41.6 percent) already go by rail when traveling to and from the airport.

A statement on the financial effects of climate change is not possible.



### ***EC3 Coverage of the organization’s defined benefit plan obligation***



The scope of the company’s social benefits and welfare expenses for employees is presented under [“EC3 Coverage of the organization defined benefit plan obligations”](#).

For further information see [“Working Conditions and Co-determination”](#).



### ***EC4 Significant financial assistance received from government***



Fraport has not received government grants and subsidies. Fraport AG is a joint-stock company under German law. The

share is quoted on the Frankfurt Stock Exchange and is included in the MDAX, the index for mid-sized German companies. The stakes held by the State of Hesse and Stadtwerke Frankfurt am Main Holding GmbH, and the consortium agreement between these two stakeholders mean that Fraport AG is controlled by these two entities (for further information see “Owners” and “EC4 Significant financial assistance received from government”).

EC5 Range of ratios of standard entry level wage compared to local minimum wage

+

Frankfurt Airport is defined as a significant business site, since 90 percent of the employees in the Group work at this site. There are collective payscale agreements in virtually 100 percent of all the Group companies. These agreements exceed local minimum wage standards (see “Our international airports”). In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity.

EC6 Practices of spending on locally-based suppliers

+

Frankfurt Airport is defined as the significant business site and the Frankfurt/Rhine-Main Region is defined as local. Around 73 percent (520 million) of all purchase orders amounting to a volume of more than € 714 million were awarded to contractors in the Frankfurt/Rhine-Main Region. On account of the legal requirements for the airport operator as a sector contracting entity, it is not possible for Fraport AG to show preference to companies located in the immediate vicinity or within the area when awarding contracts.

Significant factors for selection of suppliers include the following principles for awarding orders based on Article 97 Act against Restraints on Competition (GWB):

- Competitive principle (The maximum number of bidders should be given the opportunity to offer their services in a formalized procedure)
- Transparency principle (All bidders should be provided with the same information. The selected procedure must not be changed in an ongoing commissioning procedure)
- Equality principle/Prohibition on discrimination (All bidders should be treated equally)
- Offer based on batch allocation (Major orders should be allotted in specialist batches and sub-batches, in order to give small and medium-sized companies the opportunity to submit bids within the scope of their capacity)
- Principle of profitability (The contract should be awarded to the most cost-effective order)

Aspect: Market Presence

AO1 Passengers

+

See “AO1 Passengers”.

The Group airports were not able to provide information on the local, connecting and transit passengers.

AO2 Aircraft movements

+

See “AO2 Aircraft movements”.

A breakdown giving the number of flight movements distinguished by day and night for individual sub-aspects (i.e. commercial passenger flights, commercial cargo flights and state aviation flights) is not (yet) possible.

## AO3 Cargo tonnage



See "AO3 Cargo volume".



## EC7 Procedures for local hiring



Frankfurt Airport is defined as a significant business site, since 90 percent of the employees in the Group work at this site. Fraport has no corporate policy covering the entire organization and does not implement a procedure for preferring local residents in recruitment. In foreign subsidiary companies, employees from within the country are generally employed on account of the specifics of the business. Only a small number of managers are seconded from the parent company.



### Aspect: Direct Economic Impacts

## EC8 Infrastructure investments and services provided primarily for public benefit



As an operator of the German airport with the biggest volume of traffic, we have a particular commitment to the Frankfurt/Rhine-Main Region. We have a strong track record over many years of contributing to a wide variety of sporting, social, cultural and ecological activities. These include donations and sponsoring for numerous clubs, cultural activities, charitable organizations and educational institutions. For further information see "Voluntary engagement". You will find an overview of the outgoings for donations, sponsoring and the Environmental Fund under "EC8 Community engagement".

An investigation into the needs of the community in order to establish the concrete packages required was not carried out during the reporting period.

Our employees at our Group sites abroad also engage in volunteering, see "Lima", "Varna and Burgas" and "Antalya".



## EC9 Indirect economic impacts



The airport is an important economic factor for the Frankfurt/Rhine-Main Region. Thanks to its central location and the link with the airport, this region has been transformed into one of the most dynamic and most highly integrated international economic zones in Europe. A workforce of some 78,000 employees\* makes the airport Germany's biggest workplace.

Around 73 percent (520 million euros) of the order volume from the parent company totaling 714 million euros was placed with companies in the Frankfurt/Rhine-Main Region. More than 94 percent of all awarded orders were below an order volume of € 10,000 and are therefore to the particular advantage of small and medium-sized companies. These orders enable Fraport indirectly to support an estimated 25,000 jobs in the commissioned companies. In 2014, the orders to companies in the region are likely to remain at a similar high level. This is complemented by the economic power of some 500 companies based at the airport. The tax volume generated by the "Airport corporate complex" contributed to financing public services such as schools, sports facilities, hospitals, universities and social services.

See also "Value Added" and <http://www.fraport.de/de/konzern/flughafen-und-region/ausbau-fra.html>.

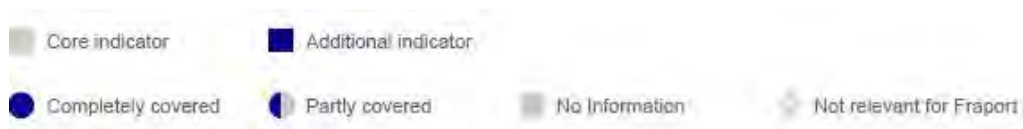
The airport is also important for the entire Federal Republic of Germany because the German economy is mainly dependent on exports. Many companies rely on short delivery times and fast turnover of goods, in order to be in a position to operate successfully in global markets for sourcing and sales. Frankfurt Airport plays a pivotal role for Germany.

\* The data for 2013 were not available when this report went to press.



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## Ecological Performance Indicators



### Management Approach EN

#### Targets and performance:

See ["Environment"](#).

#### Policy:

See [Environmental Statement 2011](#), p.9. [PDF]

#### Organizational responsibility:

The highest level in the organization, which bears responsibility for environmental aspects, is the Chairman of the Executive Board.

#### Training courses and awareness measures:

The Central Unit Personnel Services (PSL) is responsible for training and career development of employees, environmental auditors and managers on environmental issues. This unit also carries out the statutory training courses in the area of hazardous goods transport and radiation protection (see [Environmental Statement 2011](#), p. 9).

#### Monitoring and tracking:

Since 1999, Fraport at Frankfurt Airport has been regularly validated in conformity with EMAS. Since 2002 it has also been certified in conformity with ISO 14001. Furthermore, the majority shareholdings with relevant environment impacts (FCS, N\*ICE) at Frankfurt Airport have been validated in conformity with EMAS. Lima Airport and the terminal operation in Antalya have been certified in conformity with ISO 14001. Varna and Burgas Airports have introduced environmental management systems.

#### Aspect „Materials“:

Our environmental management encompasses a number of aspects including resource conservation. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. For further information see [Environmental Statement 2011](#), p.9.

Environmental Management Systems exist in all other airports where Fraport holds a majority shareholding. The systems at the Lima and Antalya sites are also certified in conformity with ISO 14001 (see ["Internal Control System"](#)).

Other materials used can be found under ["EN3 Direct energy consumption"](#), ["EN8 Total water consumption"](#) and ["AO6 Airfield surfaces and deicing agents"](#).

#### Aspect „Energy“:

Our environmental management encompasses a number of aspects including energy efficiency. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. For further information see [Environmental Statement 2011](#), p. 9. [PDF]

In 2013, Fraport introduced invoice-based controlling and reporting for energy consumption and the associated CO2 emissions.

Environmental Management Systems exist in all other airports where Fraport holds a majority shareholding. The systems at the Lima and Antalya sites are also certified in conformity with ISO 14001 (see [“Risk and Compliance Management System and Internal Control System”](#)). Measures are described under [“Climate protection”](#) and in the [“Sustainability Program”](#).

#### **Aspect „Water“:**

Our environmental management encompasses a number of aspects including water. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. For further information see [Environmental Statement 2011](#), p.9.

Measures are described under [“Conservation of nature and resources”](#) and in the [“Sustainability Program”](#). Indicators are presented under AO4 “Quality of storm water” (see [“Environment”](#)).

Fraport treats precipitation water to provide service water: Fraport operates two rainwater treatment plants which are located on the site of CargoCity South and in Terminal 2. When rainfall is low, treated water from the River Main is fed into the system. The service water is conducted along separate supply networks into the areas of sprinkler systems, WC flushing and watering of landscaped areas. There is a complete service-water supply system in CargoCity South. In the north of the airport, Terminals 1 and 2 are supplied with service water. The supply of service water in Terminal 1 and the neighboring office buildings are currently still undergoing expansion.

#### **Aspect „Biodiversity“:**

Our environmental management encompasses a number of aspects including biodiversity. Our comprehensive environmental management encompasses the aspect biodiversity. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001.

Fraport has a “Wildlife Management” system. Collisions with large and heavy birds or flocks of birds are a particular hazard for aircraft. Since approximately 90 percent of bird strikes occur near airports, the aircraft operator has an obligation to minimize this risk. Contrary to the situation at other international airports, Frankfurt does not focus on driving birds away but relies on a special system of biotope management. The objective is to structure the airport site and its environment such that birds are not attracted there in the first place and opportunities for breeding, resting and feeding are avoided at the outset. A Wildlife Control Manual regulates measures, responsibilities and information pathways which are primarily directed toward reducing the potential risk of bird strike. A Bird Strike Officer has been appointed specifically dedicated to the issue of bird strike at the airport. “Bird Control” is operated throughout the day on the airport site and in the area surrounding the airport. The functions of Bird Control include regular bird surveys and documentation of the results, general monitoring of the airport site to identify any occurrences of birds relevant to aircraft safety, and bird clearance. Management of landscaped areas plays a key role here. When species of shrub and tree are being selected, species attractive to birds, in particular those bearing berries are prohibited. Cultivation of long grasses (standard species height at least 20 cm) is a basic specification for grassland areas throughout the apron area to avoid attracting birds that breed on the ground. Areas of water that are permanently open are not allowed throughout the aircraft site and large areas that become covered in water have to be cleared. The Bird Strike Office from Fraport provides advice to the airport investments and helps to implement Wildlife Management systems there. Regular bird surveys to check the numbers, composition and spread of bird species on the airport site are carried out throughout the year.

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

#### **Aspect „Emissions, effluents and waste“:**

The air-pollutant emissions are recorded in an Environment Department in the Strategic Business Unit “Flight and Terminal Management, Corporate Safety and Security”. The CO<sub>2</sub> emissions are surveyed and monitored in the Department for Environmental Management. The operational management of waste is based with Retail and Leasing Management. At the Fraport parent company, a dedicated Department of Waste Disposal carries out this management function. Our environmental management comprises the aspects emissions, wastewater and waste. For further information see [Environmental Statement 2011](#), Organizational chart, p. 6 – 7, Air quality, p. 25 – 27, Wastewater p. 33 – 35, Waste p. 40 – 41. Since 1999, environmental management at Frankfurt Airport has been validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany

to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001.

In 2008, Fraport already summarized 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. Comprehensive CO<sub>2</sub> controlling is used to check all measures directed toward climate protection. Fraport AG has received international recognition for its climate protection activities: In 2014, the airport operator again achieved the third out of four certification levels of Airport Carbon Accreditation awarded by ACI Europe, the umbrella organization for airport operators. Since 2006, Fraport has been contributing its climate reporting to the "Carbon Disclosure Project" (CDP), the world's leading climate reporting initiative in the financial industry. Fraport was listed for the fourth time in succession in the Climate Disclosure Leadership Index (CDLI), which was set up in 2010. This index lists the best ten percent of the participating companies. The air pollutants and emissions are calculated or measured at two dedicated stations. Measures for reduction are implemented: Survey of emission-dependent airport fees based on nitrogen oxides and hydrocarbons, reduction of taxiing and waiting times for aircraft using new procedures, use of mobile work machines and vehicles based on the most advance technology (electromobility), software tools for optimizing handling processes, and avoidance of empty journeys.

The precipitation water falling in winter is contaminated with biologically degradable deicing agents for the aircraft and airfield surfaces when snow falls or frost occurs. In future, precipitation water at Frankfurt Airport with a Chemical Oxygen Demand (COD) of 200 mg of oxygen per liter will be retained and treated in water-treatment plants. For further information on reductions of emissions, wastewater and waste, see "[Sustainability Program](#)".

The guiding principle of Fraport waste management is to recycle or reuse unavoidable waste as much as possible. Frankfurt Airport separates waste including paper, glass, packaging waste (DSD green-dot waste) and residual waste. The collected waste is either fed into advanced sorting systems where any contaminants are separated out and the recyclable materials are then conveyed to the recycling plant or the recently modernized waste incineration power plant operated by the City of Frankfurt. The steam generated here by combustion is used for the production of electricity and district heating. The hazardous waste created at Fraport is collected separately and channeled away for recycling as far as possible. If there are no options for recycling, this waste is fed to a suitable incineration plant for thermal recovery or disposed of by chemical or physical means in a suitable treatment plant.

Our objective by 2015 is to reduce the paper consumption for each employee at the Fraport parent company by 25 percent compared with 2009. We have developed a central printer concept with central print points to this end. Most printers at individual workstations have been discontinued. In September 2012, the preset print option was converted from single-page to printing on both sides. The savings in paper consumption for each employee at Fraport AG accumulated over five years amounted to around 28 percent at the end of 2013. This meant that we had already achieved our ambitious target in advance of the specified date.

#### **Aspect „Products and Services“:**

Our commitment to protection of the environment and environmental compatibility is directed toward preserving the natural conditions necessary for the maintenance of life. The focus of our actions is provided by measures to avoid, reduce and mitigate environmental impacts that arise or could arise as a result of the operation of the airport. Our environmental management is focused on the areas of noise abatement, climate protection, and biodiversity. We have defined strategic goals in our "[Sustainability Program](#)" and we pursue them in a range of different measures and projects, for example for [climate protection](#), without [Biodiversity strategy](#) and within the scope of our global environmental management (see [Environmental Statement 2011](#), p. 6. We are also continuing our efforts to promote noise abatement.

#### **Aspect „Compliance“:**

Compliance is part of our environmental management at Frankfurt Airport and this is validated in conformity with the EMAS European Eco-Audit Directive (Eco-Management and Audit Scheme). Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation has been repeated each year. Since 2002, we have also received certification under the international environmental standard ISO 14001. Compliance is also part of the environmental management systems implemented at Group airports where we have a majority shareholding. These systems at the Antalya and Lima sites are each certified in conformity with ISO 14001.

For more information see "[Governance and Compliance](#)".

#### **Aspect „Transport“:**

Intermodal traffic links generate additional traffic volume in competition with competing aircraft: The link to the high-speed rail network increases the catchment area compared with airports without a long-distance railway station. It enhances the hub function, increases passenger numbers and generates important competitive advantages for us. At the same time, the transfer from flight to rail traffic facilitates partial easing of capacity for air traffic. This means that slots (time windows for take-offs and landings) of short-haul flights, which have been transferred to rail, can be released for urgently needed European and intercontinental flights. The strategic networking of the airport with other carriers, also

called intermodality, has a long track record extending back to the 1970s. At that time, the first underground station at a German airport was opened under the newly constructed Terminal 1 – today this is the airport regional station. When the AIRail Terminal was opened in 1999, the link was opened to the national and international long-distance rail network. The share of ICE traffic of total traffic for the passengers traveling to and from the airport rose by 3 percent in 1999 to 19.3 percent in 2013. In 2013, 35.5 percent of originating passengers used rail transport to travel to and from the airport (metropolitan railway, regional trains, regional express, ICE, IC, long-distance trains). If buses are included, the share was 40.8 percent in 2013, whereas this was only 23.6 percent in 1999. The environmental program of Fraport AG in 2008 projected a target value of 38.9 percent for the year 2020. This target was already attained some time ago (see [Environmental Statement 2011](#)). [PDF]

Most public transport at our other airports where we hold a majority shareholding is provided by the use of buses.

You will find indicators on intermodality under “[Indicators](#)”.

#### **Aspect „Intermodality“:**

Information on intermodality was reported under the previous aspect “Transport”. Fraport is working to make the airport accessible to as many passengers and employees as possible with public transport by networking with other carriers – also known as intermodality. We are working very closely with other carriers to achieve this objective. For example in 2013, 35.5 percent of all originating passengers used the train to travel to and from the airport. If buses are also included, the share was 40.8 percent. The challenge is to retain this value despite the growing volume of passengers. Fraport employees are motivated to use public transport with the Job Ticket provided free of charge. This package was taken up by around 34.2 percent of the workforce in 2013.

We are also optimizing the airfreight logistics chain at Cargo City from ecological and commercial perspectives and transfer of the airfreight feeder service from road to rail is also a priority. This is because the delivery and collection of airfreight is rising with increasing volumes – particularly using road-based transport. Handling the traffic volumes in and around the airport efficiently with minimum environmental impact means that all processes need to be increasingly coordinated between all the players involved. – cargo lines, freight forwarders, handling agents, customs, etc. Fraport has also launched a pilot project with a number of partners directed toward developing an IT-based Cargo Community System. In 2011, the transport flows were analyzed with a view to potential for optimization and the pilot project with full routine, everyday operation was started up at the beginning of 2012 (see [Environmental Statement 2011](#)) [PDF].

Most public transport at our other airports where we hold a majority shareholding is provided by the use of buses. The share of bus travel in the Group overall is 68 percent.

Indicators on intermodality are included under “[Indicators](#)”.

#### **Overall:**

The success of our company is measured by a number of factors including how we comply with our environmental responsibility in the air-traffic industry. This is why protecting the environment and the environmental compatibility of our activities are top priorities for us. The focus of our actions is provided by measures to avoid, reduce and mitigate environmental impacts that arise or could arise as a result of the operation of the airport. The Executive Board of Fraport AG adopted an Environmental Policy for the entire Group in spring 2008. This policy is based on the principles of the UN Global Compact. The policy commits Fraport to take an environmental approach in conducting its business activities at all the sites it operates. Fraport AG strives to protect the environment and guarantee safe and healthy working conditions for its employees. Our environmental management activities guarantee compliance with statutory legislation and regulations. It also fosters continuous progress on all environmental issues. As we strive to meet our responsibilities to the environment, we motivate our employees to take a responsible approach to natural resources at all our sites. Appropriate training measures support their actions. The long track record of experience enjoyed by Frankfurt Airport in environmental protection over many years provides a tangible benefit for all Group sites, for example in the form of training courses and technical support, including assistance on the ground. Our business model fosters a caring approach to environmental problems while also taking account of aspects such as the cost efficiency, economic feasibility and sustainability of our environmental programs. We work toward developing and disseminating environmental technologies by applying ecological criteria to the selection of products and services. We publish an annual Environmental Statement about our environmental activities and achievements. We make the Environmental Statement accessible to all our employees and other stakeholders.

Our comprehensive system of environmental management focuses on the issues of noise abatement, climate protection and energy efficiency, intermodality, air quality and conservation of nature and resources with the issues of biodiversity, water consumption, wastewater, soil and ground water, hazardous goods and hazardous substances, and waste.

Environmental management at Frankfurt Airport has been validated in conformity with the European Eco-Management and Audit Scheme (EMAS) since 1999. Our airport was the second in Germany to open its doors to the critical scrutiny of independent experts – and this validation process has been repeated each year. Since 2002, have also received certification under the international environmental standard ISO 14001. The regular and comprehensive review expresses our conviction that an airport of our size can only be competitive and successful in the long term, if it transforms sustainable environmental policy into reality and make this transparent in the public domain see [Environmental Statement 2011](#). For targets and performance see “[Sustainability Program](#)”.

#### Aspect „Noise“:

On its own responsibility, Fraport already introduced noise-related landing and take-off fees at Frankfurt Airport in 1993. Up to the year 2000, noise differentiation was based on the noise values in the noise authorization documents provided with aircraft. In 2001, the noise differentiation was converted to type-specific noise values determined by the aircraft noise measurement system operating at Frankfurt Airport. Since then, the differentiation and the range of charges has been gradually increased. Since January 2013, the aircraft types have been divided into 16 noise categories and these categories have been managed separately for landing and take-off. The differentiation of noise classes is particularly evident at night because an additional night surcharge is payable, irrespective of whether the aircraft movement takes place in the marginal nighttime hours (22.00 – 22.59 and 05.00 – 05.59) or in the night core time (23.00 – 04.59). Additional high charges are intended to form an economic incentive for the deployment of quieter aircraft and to transfer aircraft movements from the nighttime period to the day.

Already before the new Runway Northwest came into operation, flight procedures for reducing noise were being tested. The procedures had been developed by a group of experts, made up of representatives from the local communities, aviation companies, air traffic control, the airport (Fraport AG), politicians and academics, based in Forum Airport and Region (FFR). The aim of active noise abatement is to reduce the noise directly at the source, to decrease the noise emissions reaching the ground, in particular for areas subject to high-impact noise, and to achieve better distribution of noise pollution. The action plan comprises seven measures for reducing noise. These were expanded by a package of 19 measures signed on 29 February 2012 and entitled "Together for the Region – Alliance for more Noise Abatement 2012" (<http://www.fraport.com/en/sustainability/aircraft-noise-infoservice/active-noise-abatement.html>). Fraport took responsibility for the development and implementation of the measures Dedicated Runway Operations – DROps and raising the approach angle by 0.2 degrees within the scope of continuous cooperation in the expert committee.

The DROps procedure envisages bundling of take-offs on defined take-off runways or departure routes depending on the direction of operations. The overall objective is to create selective noise breaks and achieve a reduction in the noise nuisance to people living near the airport. The procedures were alternated with DROps being used on uneven dates and the conventional operating concept being used on even dates. DROps has been in regular operation during the period between 5 and 6 a.m. since 28 June 2013.

Raising the approach angle by 0.2 degrees compared with the previous angle increases the distance above the residential areas on the approach to the Runway Northwest. Fraport AG has equipped the Runway Northwest with two instrument landing systems for the approach angle 3.0 and 3.2 degrees. On approaches with a tailwind and poor weather conditions, the previous angle of 3.0 degrees should initially be retained. The trial operation started in October 2012. Final approvals and verifications have to be obtained for regular application. Operation in practice has shown flying is safe with this system and maximum levels of quantifiable noise reduction are achieved.

Active noise abatement is supplemented by measures of passive noise abatement. On the basis of the Act for Protection against Aircraft Noise, the Hesse State Government enacted a Noise Abatement Zone Directive for Frankfurt Airport. This defines noise abatement zones. Furthermore, a comprehensive Regional Fund totaling some 265 million euros was set up to finance additional benefits providing private households and eligible public institutions with passive noise abatement measures. Funds are also being provided from the Regional Fund so that claims for passive noise abatement can be brought forward. This measure enables people entitled to reimbursement to submit their claims now rather than in 2016 (statutory date for claims). The budget is provided by the State of Hesse and by Fraport.

We have been measuring aircraft noise around the airport for more than 40 years. Fraport currently maintains 28 measuring stations and three mobile measuring stations. The results of aircraft noise measurement and further information about flight operations, such as route configuration or the use of the relevant operating direction of the take-off and landing runways, are published on the Internet at. The new FRA Map application provides an individual image of the local aircraft situation. The interactive card gives access to information on all relevant topics and focuses specifically on the people affected since they can enter their home address.

Fraport AG is supporting the NORAH Noise Impact Study initiated by the Environment and Neighborhood House (UNH) and given academic support by the Darmstadt Eco Institute. The NORAH Noise Impact Study ("Noise-Related Annoyance, Cognition, and Health) aims to provide a maximally representative and evidence-based description of the impacts of noise from air, rail and road transport on the health and quality of life of residents. Further information on noise abatement is included in the Sustainability Report 2013 in the section "[Noise abatement](#)" and in the "[Sustainability Program](#)".

#### EN1 Materials used



Fraport is a service provider and not a manufacturing company. The consumables used are entered under "[AO6 Aircraft and pavement deicing/anti-icing fluid](#)".

Our objective is to reduce the amount of hazardous substances used at Frankfurt Airport. A product evaluation

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

Our objective by 2015 is to reduce the paper consumption for each employee at the Fraport parent company by 25 percent compared with 2009. We have developed a central printer concept with central print points to this end. Most printers at individual workstations have been discontinued. In September 2012, the preset print option was converted from single-page to printing on both sides. The savings in paper consumption for each employee at Fraport AG accumulated over five years amounted to around 28 percent at the end of 2013. This meant that we had already achieved our ambitious target in advance of the specified date. The percentage of recycled paper in the total amount of copy paper was 99 percent.



## **EN2 Recycled input materials**



Fraport is a service provider, not a manufacturing company. The materials include no recycling materials. No recycled consumables are currently supplied which would be useful from Fraport.



### **Aspect: Energy**

## **EN3 Direct energy consumption**



See ["EN3 Direct energy consumption"](#).



## **EN4 Indirect energy consumption**



See ["EN4 Indirect energy consumption"](#).

The product offered by Fraport is a service which is quantified in terms of traffic units. One traffic unit is either a passenger with baggage or 100 kg of airfreight or 100 kg of mail. Expressed in simple terms, the product relates to the conveyance from landside to airside. The purchased energy is used to provide the service.



## **EN5 Energy saved**



See ["Climate protection"](#) and ["EN5 Energy saved due to conservation and efficiency"](#).



## **EN6 Initiatives to provide energy-efficient or renewable energy based products**



Significant measures to improve energy efficiency: energy savings for the existing portfolio of buildings and infrastructure, efficient energy use in new buildings, and reduction of energy consumption in the company's vehicle fleet (see ["Climate protection"](#)). The absolute quantity of energy saved under ["EN5 Energy saved due to conservation and efficiency improvements"](#) should be taken into account.



## **EN7 Initiatives to reduce indirect energy consumption**



Since autumn 2012, Fraport has gradually been introducing CO2 Controlling at the Frankfurt site. This is a controlling tool for measuring and managing energy consumption. It creates transparency, helps to reduce energy costs and hence to improve energy efficiency. This tool enables us to monitor whether the strategic CO2 targets are being attained and to identify irregularities in an early stage. At the same time, CO2 Controlling facilitates the reduction of investment risks and allows successes in implementation to be communicated within the company and in the public domain. The database is provided by the energy consumption data recorded in a highly nuanced approach for the parent company on buildings, systems or equipment. All energy sources, such as electricity, district cooling, district heating, gas and fuel for vehicles and fuel for combustion are taken into account. Planning and construction based on life-cycle cost is implemented when portfolio buildings are refurbished and energy efficiency is enhanced. This is also the case for new buildings. This results in optimization of life-cycle costs and hence energy savings in the early phases of planning. The absolute amount of energy saved under “[EN5 Energy saved due to conservation and efficiency improvements](#)” should continue to be taken into account.

The strategic networking of the airport with other carriers, also called intermodality, has a long track record at Fraport extending back to the 1970s. For example, in 2013 35.5 percent of all passengers used the train (ICE, long-distance and regional trains, or metropolitan railway) to travel to and from the airport. If all public transport is included, the share was 40.8 percent. The environmental program of Fraport AG in 2008 projected a target value of 38.9 percent for the year 2020. The challenge is to retain this value despite the growing volume of passengers. Fraport is working together with German Rail (DB) and Deutsche Lufthansa AG to maintain the target that has been set, with measures such as integrated travel packages and inclusion of air traffic in the network planning of German Rail. Fraport employees are motivated to use public transport with the Job Ticket provided free of charge. This package was taken up by 34.2 percent of the workforce in 2013. Journeys by passengers and employees to and from the airport are not the only trips to “go by rail”. Plans are also being made to transfer cargo from road to rail. We are optimizing the airfreight logistics chain at Cargo City from ecological and commercial perspectives and transfer of the airfreight feeder service from road to rail is also a priority. This is because the delivery and collection of airfreight is rising with increasing volumes – particularly using road-based transport. Handling the traffic volumes in and around the airport efficiently with minimum environmental impact means that all processes need to be increasingly coordinated between all the players involved – cargo lines, freight forwarders, handling agents, customs, etc. Fraport has also launched a pilot project with a number of partners directed toward developing an IT-based Cargo Community System. In 2011, the transport flows were analyzed with a view to potential for optimization and the pilot project with full routine everyday operation was started up at the beginning of 2012.



## Aspect: Water

### **EN8 Total water withdrawal**



See “[EN8 Total water withdrawal](#)”.



### **AO4 Quality of storm water**



See “[AO4 Quality of storm water](#)”.

There are indicators for the precipitation water which correspond to the statutory values specified by the City of Frankfurt. Compliance with these values is regularly monitored by government agencies.



### **EN9 Water sources affected by withdrawal of water**



The issue is irrelevant for Fraport AG and its investments in Germany on the one hand because of the favorable supply conditions for drinking water and on the other hand because of the comprehensive use of water-conservation technologies.



## EN10 Percentage and total volume of water recycled and reused



There are no production processes at the airport from which process water can be recycled. Service water is shown under ["EN8 Total water consumption"](#).



### Aspect: Biodiversity

## EN11 Location in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas



A total area of owned land amounting to 22.44 square kilometers and an operational area of 18.17 square kilometers within that area means that based on area our airport in Frankfurt/Main is one of the most compact major airports in the world. By making optimum use of our operational area, we contribute to keeping the utilization of natural areas in the densely populated Frankfurt/Rhine-Main Region as low as possible. Unoccupied areas at the airport are landscaped wherever possible. Ecologically valuable areas are located in the areas bordering take-off runway 18 (west) with species-rich extensive meadowland, nutrient-poor grassland, sandy grassland adapted to dry habitats and calluna (heather) heathland.

The areas between the take-off and landing runways measure approximately 600 ha and they are arguably the biggest area of green space in the region which is not used for agriculture. Apart from a substantial proportion of land "minor biological value" (primarily sealed under road surfaces), the airport has large areas of land which are used by animals and plants as habitats. Smaller species of birds, such as wheatears, European stonechats or whinchats, can be regularly found there, and in spring natterjack toads and populations of frogs can also be seen.

Precise details can be found under ["EN11 Land in or adjacent to protected areas of high biodiversity value"](#).



## EN12 Impacts on biodiversity



The environmental impact audit at Frankfurt Airport verified that overall no sustainable negative impacts were caused to directly adjacent conservation areas. This has been verified since 2010 during the course of monitoring biotopes and species (see ["List of areas with measures"](#)).



## EN13 Habitats protected or restored



When construction work is carried out at the airport, the objective is to exert minimum impact on the natural environment and the landscape. However, if areas of land have to be developed, mitigation measures are necessary. However, with the extensive and comprehensive ecological measures more than simple compensation is achieved (see ["List of areas with measures"](#)). Regular monitoring of fauna and flora is a constituent element of the plan approval notice and it outsourced to an external agency.

You will find further information (e.g. on restoration measures) in the PDF ["Biodiversity strategy"](#). See also ["Biodiversity"](#) and ["Environmental Fund"](#).



## EN14 Strategies for managing impacts on biodiversity



Our business activities and natural biodiversity can be harmonized. Areas that are close to nature and their inherent biodiversity are preserved and promoted as far as this is possible within the operational constraints. Any impairments are kept as restricted as possible. Where substantial impacts occur, at least equal mitigation or equivalent replacement is carried out and we ensure long-term preservation of function. Fraport has made a commitment to long-term

preservation of biodiversity at Frankfurt Airport and has also decided to promote projects beyond the confines of the airport relating to the preservation of biological diversity in the Frankfurt/Rhine-Main Region and in Hesse through its Environmental Fund. The orchard meadows in the Frankfurt/Rhine-Main region are particularly worthy of protection. Orchard meadows in the State of Hesse have been reduced by around 90 percent over the past 30 years. The meadows have a high level of species diversity and therefore play an important role in retaining regional biodiversity. The [Hesse Society for Ornithology and Nature Conservation \(HGON\)](#) in Frankfurt uses the financial support from Fraport to preserve valuable biotopes.

Our Fraport Diversity Strategy” presented here explains our principles on this important and complex matter. It also documents diversity projects at the airport and in the region which we are carrying out ourselves or funding with financial support. International agreements for protection of biodiversity, such as the Convention on Biological Diversity (CBD), European directives, such as the Fauna-Flora Habitat Directive, and the Bird Protection Directive, and national legislation, such as the Federal Nature Protection Act are important foundations in conjunction with the actions taken in our valuable areas of nature.

You will find further information in the PDF “[Biodiversity strategy](#)”.  
See also “[Biodiversity](#)” and “[Environmental Fund](#)”.

### ***EN15 Red List species and national conservation list species***

The activities of Fraport AG and its subsidiaries companies do not generally entail any hazards for endangered species of plants or animals. Hazards of this nature only occur when the operational areas are expanded. In the European Union, an Environment Impact Assessment has to be carried out when this occurs and appropriate mitigation or replacement measures have to be implemented.

Species on Germany’s Red List of endangered species exist at Frankfurt Airport. Plants and animals which are endangered at other locations have settled on the areas between the take-off and landing runways or the taxiways due to the usage pattern. These areas of land in the operating areas very seldom experience human activity and the kind of visitor pressure in nature conservation areas accessible to the general public does not occur here.

The Group airports outside Germany are generally financed through international banks. An Environmental Management Plan has to be submitted which is generally based on an Environmental Impact Assessment and defines how the consequences of intervention can be minimized. No species on the relevant Red Lists of endangered species are registered by the Group airports.

## **Aspect: Emissions, Sewage Water and Waste**

### ***EN16 Greenhouse gas emissions***

See “[EN16 Greenhouse gas emissions](#)”.

### ***EN17 Other relevant indirect greenhouse gas emissions***

See “[EN17 Other greenhouse gas emissions](#)”.

Air traffic in the landing and take-off cycle up to an altitude of 3,000 ft generates the greatest emissions (around 960 thousand t CO<sub>2</sub>). This is followed by the transport of originating passengers to and from the airport (around 250 thousand t CO<sub>2</sub>), the energy consumption by infrastructure and vehicles operated by third parties at the site (approximately 180 thousand t), and finally by the business journeys carried out by staff members at Fraport AG (approximately 1 thousand t CO<sub>2</sub>). The airport charges based on NO<sub>x</sub> emissions also exert an indirect impact on the emissions of air traffic. The unique intermodal link to the local metropolitan rail network and the national long-distance transport by regional and long-distance trains means that passengers can be transferred from private transport and short-haul flights to rail travel. Marketing by a Fraport subsidiary and selective stakeholder engagement exert an impact on the CO<sub>2</sub> emissions of third parties. Business trips are essentially necessary through air travel to our subsidiary companies.

In addition, the scope CO2 emissions is also calculated for the Group subsidiaries. At Antalya Airport, they amount to 120 t (60 t specified) for business travel by employees and they amount to 12,700 t (6,350 t specified) for energy consumption by third parties. Other values relating to air traffic and passenger and employee traffic will be generated in June 2014.

Relevant information for the other Group sites cannot yet be provided.



## **EN18 Initiatives to reduce greenhouse gas emissions**



Climate protection is one of the most important challenges for the air-traffic industry. As an airport operator, we support the four-pillar strategy of the air-traffic industry with measures for climate protection in air traffic. In this context, we focus our efforts on areas which we are able to directly influence. These essentially relate to technical improvements in buildings and installations, process optimizations and economic tools such as airport charges dependent on noise and emissions (see "[Climate protection](#)").

Climate protection is identified as one of the areas of action highlighted in the Sustainability Program as a top priority for Fraport (see "[Sustainability management](#)").

Furthermore, Fraport supports a number of industry-wide initiatives which are directed toward reducing CO2 emissions. Fraport is involved in SESAR (Single European Sky Air Traffic Management Research), an initiative by the European Commission, and EUROCONTROL, which is intended to secure the future viability of European air traffic management with the involvement of all the players involved in air traffic. The various action plans within the scope of this initiative include integrated planning of flights, i.e. all the players involved are working to optimize the process from undocking the aircraft to reaching the target destination. This means that airports also become important players in air traffic management. The advantage for passengers and the environment: shorter flight times and reduced emissions. The targets of SESAR to 2020 comprise increasing capacities threefold, reducing environmental impact per flight by 10 percent, increasing safety tenfold and reducing air safety costs by half (<http://www.sesarju.eu/>).

As a member of the Air Transport Action Group (ATAG) through ACI, the global association of companies involved in air traffic, Fraport supports their targets: reduction of CO2 by 1.5 percent per year by 2020 and carbon-neutral growth until 2050. This means reducing CO2 emissions in the year 2015 by 50 percent compared with 2005 throughout the sector (<http://www.atag.org/>).

In 2010, the International Civil Aviation Organization (ICAO) passed a resolution for an improvement in fuel efficiency of 2 percent per year for the airlines until 2050. A further resolution was also passed with the objective of carbon-neutral growth from 2020. The environmental organization of ICAO, the Committee on Aviation Environmental Protection (CAEP), has also been given the task of proposing a global CO2 standard for aircraft certification by 2013 (<http://www.icao.int/>).

Fraport participates in Airport Carbon Accreditation, an ACI program with the objective of making the maximum number of European airports carbon-neutral. Frankfurt Airport was the first airports to be audited in accordance with the rules of Airport Carbon Accreditation and it was accepted into the program in 2009. The highest level of 3+ can be reached in four stages. Fraport has already reached Level 3. Stakeholder engagement is a key element of this stage. Our investment, Antalya Airport, has also reached Level 3. This was confirmed again for 2013 and 2014. Fraport also contributes its climate reporting externally to the "Carbon Disclosure Project" (CDP) ([www.cdp.net](http://www.cdp.net)), the world's leading climate reporting initiative in the financial industry. This index analyzes companies and their strategies on climate change and CO2 reporting. Since 2006, Fraport has been participating in the CDP and it was listed for the fourth time in succession in the Climate Disclosure Leadership Index (CDLI). This index lists the best ten percent of the participating companies. Fraport is one of two companies from the "Transportation" sector to be listed in this index. In November 2013, Fraport was the host for the annual conference of the CDP at Frankfurt Airport. This conference provided a forum for discussing results, developments and challenges in corporate climate protection. Fraport was ranked among the companies with the best reporting for climate protection and it presented its activities at the discussion forum.

See also "[EN5 Energy savings](#)".



## **EN19 Emissions of ozone-depleting substances by weight**



Ozone-depleting substances are not produced or exported in the Fraport Group. The main application is in the cooling units of air-conditioning systems where the materials are located in a closed system. When maintenance work has to be carried out, the coolants are collected and disposed of as waste. No intentional discharge of the materials occurs.

Occasionally losses due to leaks cannot be excluded, but the amount of material involved cannot be reported.



**EN20 NOx, SOx, and other significant air emissions**

+

Fraport AG emits approximately the following amounts each year  
NOX: 264 tonnes  
Benzene: 0.4 tonnes  
PM10: 9.3 tonnes  
These data are derived from the zoning plan documents. Determining the data was extremely complex and expensive so that this procedure has not been repeated again. In future, the data are to be subject to continuous reporting and the necessary processes are currently being put in place. We are unable to influence other air emissions with our measures and they are therefore not significant.

For further information see [“EN20 NOx, SOx, and other significant air emissions”](#).



**EN21 Total water discharge**

+

See [“EN21 Water discharge”](#).  
  
Processed water is not produced at Fraport AG.



**EN22 Waste by type and disposal method**

+

See [“EN22 Waste by disposal method”](#).  
  
Detailed information on disposal methods cannot currently be presented for all Group sites.



**EN23 Significant spills**

+

See [“EN23 Significant spills”](#).



**AO5 Air quality**

+

See [““AO5 Air quality””](#).



**AO6 Aircraft and pavement de-icing/anti-icing fluid**

+

See [“AO6 Aircraft and pavement deicing/anit-icing fluid”](#).



**EN24 Waste deemed hazardous under the terms of the Basel Convention Annex**

+

In 2013, Fraport did not dispose of any hazardous waste within the scope of the regulations of the Basel Convention.

## EN25 Biodiversity value of discharges of water and runoff

Discharges into surface waters which meet the conditions of the indicator only occur in a very limited scope. If the discharge is former sewage water, this will have been treated before discharge such that no significant negative effects are to be anticipated on the water. The same also applies if surface water runs off paved areas.

## EN26 Initiatives to mitigate environmental impacts

Our commitment to environmental protection and environmental compatibility is directed toward preserving the conditions necessary for living in our natural environment. The focus of our actions relates to measures for avoiding, reducing and mitigating the environmental impacts that arise or could arise as a result of the operation of the airport. The content focuses of our environmental management are in the areas of noise abatement, climate protection and biodiversity. We have defined strategic targets to achieve these aims in our Sustainability Program (see "[Environment](#)" and "[Community](#)") and we pursue these targets by implementing various measures, for example for [climate protection](#), with our biodiversity strategy and within the framework of our global environmental management. We are also continuing our efforts on [noise abatement](#).

Since the end of 2013, there has been a return system for bottles and tins with refundable deposit in both terminals. Following a successful test run, a total of 25 returnables machines came onstream. The amount for the deposit is donated to four charitable institutions. The individual decides which organization benefits from the deposit. People returning bottles can, for example, decide between the international environmental organization World Wide Fund For Nature (WWF) and the German aid organization Wings of Help. Anyone who wants to give the region a helping hand can either donate their deposit to round-table organization Frankfurter Tafel or the Franziskustreff shelter for the homeless.

## EN27 Packaging materials

During the course of its regular business activities, Fraport does not sell any "products" where the packaging could or would have to be reclaimed.

## EN28 Fines and sanctions for non-compliance with environmental laws and regulations

There are no breaches of statutory regulations which have been subject to fines or non-monetary sanctions imposed by the authorities.

### Aspect: Transport

## EN29 Environmental impacts of transporting

The strategic networking of the airport with other carriers – also known as intermodality – has a long track record back to the 1970s with Fraport (see "[Intermodality](#)").

A list of indicators is provided under "[EN29 Significant environmental impacts of transport and traffic](#)".

The CO2 emissions caused by traffic on the airport complex are reported for the Fraport parent company and the Group

under “EN 16 Greenhouse Gas Emissions”. The emissions of air pollutants are found under “EN20 NO2, SO2 and other significant air emissions”.



**EN30 Total environmental protection expenditures and investments** 

Data for the total expenditures and investments for environmental protection cannot yet be currently collected satisfactorily because no method of calculation is available for investment projects, which separates the exclusive costs for environmental protection expenditure from the total costs.



**AO7 Number and percentage change of people residing in areas affected by noise** 

See “AO7 Number and percentage change in the number of people residing in areas affected by noise”.

There are no statutory regulations there and no calculation parameters for determining the number and percentage of residents living near the airport who are affected by aircraft noise.



You are here: Indicators & Facts > GRI Index > Social Performance Indicators

## Social Performance Indicators



### Aspect: Labor Practices and Decent Work

#### Management Approach LA

##### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the [Sustainability Program](#) under the areas of action "Appeal as employer", "Training and career development", "Occupational health and safety", "Retaining and creating jobs" and "Diversity".

##### Policy:

Pursuant to responsible corporate governance, we have made a commitment to compliance with internationally recognized standards of conduct, such as those defined in the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. In 2013, Fraport published two in-house codes of conduct to establish these principles even more firmly within the company. These two codes commit employees and suppliers to compliance with these fundamental principles. The Fraport Policy forms the overarching structure for all commitments and the codes of the Group based on specific thematic (see "[Governance and Compliance](#)").

##### Responsibility:

The highest level in the organization, which bear responsibility for employee aspects, is the Executive Director Labor Relations.

##### Training courses and awareness measures:

We are continuously developing our safety concepts on the basis of a systematic assessment of potential hazards. Alongside the technical safety of workstations, the behavior of employees and their independent sense of responsibility plays an important role here. This is why Fraport carries out regular training on occupational safety. One example from 2013 relates to a survey to assess the psychological stresses impacting on employees. The Annual Meeting for Safety Officers in 2013 focused on the issue of back health. We offered employees working on the apron training sessions with practical tips on safe driving to avoid specific accident risks.

##### Monitoring and tracking:

We have made a commitment at all Group sites to compliance with the most important internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and ILO core labor standards. The Integrated Management System (IMS) commits the participating member companies in the Fraport Group to undergo reviews on the basis of random samples in internal audits. Environmental, job-safety and quality management are managed under the umbrella of the IMS. The aim of the IMS at Fraport AG is to maintain or improve the quality of the internal business processes (see "[Risk and Compliance Management System and Internal Control System](#)").

##### Key opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options (see "[Annual Report 2013](#)", p. 67 ff).

##### Aspect „Employment“:

Fraport is one of the biggest employers in the Frankfurt/Rhine-Main Region. Fraport AG also operates 13 airports on four continents in the form of majority and minority shareholdings, as well as under management contracts (see "[Our International Airports](#)"). As a company operating on the global stage, we are committed to the values and standards of conduct enshrined in the principles of the UN Global Compact, the ILO core labor standards and the OECD principles for multinational companies. We developed a Code of Conduct in 2012 with the aim of making the associated obligations

even more transparent. This code is binding on all employees of Fraport AG. At the beginning of 2013, it came into force in the parent company and will gradually be introduced throughout the Group (see [“Governance and Compliance”](#)).

Fraport has no guiding principles and programs relating to recruitment of local personnel by local airport operators and contractors, measures for reducing the number of employees with access to the security areas of the airport and measures which demand the loyalty of employees to the immediate contractor.

#### **Aspect „Labor/management relations“:**

Fraport has a long tradition as a company with a social perspective and a partner-centered approach. Our aim is not simply to be a big employer in quantitative terms. We also want to be just and fair by rewarding our employees for performance and commitment. This involves giving them fair wages and salaries, and a package of benefits that goes beyond pay. We offer a high level of job security, good working conditions based on collective payscale agreements, career and personal development options, and a highly developed corporate ethic defining the management style.

The operations of Fraport AG and its subsidiary companies are primarily carried out with the companies' own employees. 95 percent of these are employed and paid under collective agreements. The risk of strikes that could lead to disruption of the operation of the airport is therefore extremely low. This also includes all areas relevant to security, such as security check points, airport security and operational safety. We are unable to exert any influence on other contractual partners or on the customers of our airports in relation to work satisfaction.

#### **Aspect „Occupational health and safety“:**

Fraport has defined the objective of looking after the physical, emotional, and psychosocial well-being of its employees by a range of comprehensive measures directed toward promoting preventive health and safety over the long term. Another function relates to developing holistic health concepts that are tailored to the specific needs of an aging workforce (see [“Occupational safety”](#) and [“Health promotion”](#)).

Fraport AG responds to all health and safety risks in relation to prevention activities within the framework of behavioral and situational prevention.

Occupational noise and hazardous substances are defined as significant health and safety risks for all employees at Frankfurt Airport. Various noise events are recorded and weighted against time in order to assess the noise exposure of employees. Apart from the background noise, which is especially present during the continuous handling at the position, noise is mainly analyzed where it directly impacts on members of staff when they are carrying out their work. These individual “modules” can then be used to calculate individual stress profiles for workplaces as well as for individual employees. This evaluation then identifies the extent to which measures are required to reduce the noise pollution. The T-O-P hierarchy of measures is used to implement the measures. This means that application of Technical and Organizational measures takes precedence over Personnel measures.

Handling of hazardous substances by our employees – and by employees of third-party companies – is carried out in accordance with the Company Safety Directive and the Hazardous Substances Directive. In conformity with new regulations of the Hazardous Substances Directive and the Technical Regulations for Hazardous Substances (TRGS), the previous hazard analyses (hazardous substance datasheets) have been revised and adjusted to the statutory regulations. In 2013, the “Job Safety Unit” carried out product assessments for approximately 150 chemicals. A number of chemicals were rejected because they had a carcinogenic effect or potentially adverse effects during pregnancy. They were replaced by materials and products that did not have the hazardous properties. The assessments were based on the latest EC and occupational safety regulations.

Construction sites in particular have an increased risk of accident and require special protective measures. The Job Safety Unit provides advice for all construction projects throughout the entire period of the project. The basis of the advice is the generally binding German Construction Site Health and Safety Regulations (Baustellenverordnung). The occupational health and safety coordinators in the Job Safety Unit monitor compliance with these regulations. Safety measures are agreed where Fraport works together with external construction companies. Causes of accidents are jointly analyzed and investigated, and opportunities are explored to prevent and avoid accidents. The Job Safety Unit has started to build up an overarching network with the aim of guaranteeing safe and efficient operations.

On the apron, we operate a large number of vehicles for transporting freight and people. The focus is therefore on the area of “Internal Transport and Traffic”. The driving safety of our personnel is therefore a top priority here in order to maintain the safety of all road users on the airport site. Fraport therefore regularly carries out training courses for driving as well as “refresher” courses for drivers who have infringed the traffic rules. We have clear evidence that this approach has succeeded in reducing the number of accidents causing damage within the company.

The pandemic plan/plan for protection against infectious diseases of Fraport AG regulates the measures which Fraport AG takes at the Frankfurt Airport site in accordance with the Infection Protection Act if highly infectious diseases occur. The main targets are securing safe operation of the airport in conformity with standard operating procedures and protection of customers and employees.

The responsibility assumed by Fraport for occupational safety is also clearly defined in connection with temporary staff. They have an equal priority alongside permanent employees when it comes to occupational safety and they pass through a professional induction phase at Fraport.

Fraport does not carry out any activities at airports in environments which are subject to explosions.

#### **Aspect „Training and education“:**

See “Training and Career Development” and <http://www.fraport.com/en/careers/working-at-fraport/personnel-development.html>.

#### **Aspect „Diversity and equal opportunity“:**

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

In 2013, we also took measures to make it easier for our employees with special needs to carry out their jobs:

- Fraport participates in the InkA inclusion project run by the inclusion business forum “Unternehmensforum e.V.” to promote common training of young people with and without special needs.
- In July 2013, we held our first course on conflict management for people with impaired hearing.
- The Integration Office provided support for converting an older office building for wheelchair use, equipping an office workplace for sight-impaired employees, and providing several employees with personal assistance.
- Several school children with different special needs were again able to take part in work experience at Fraport.

#### **Aspect „Equal remuneration for women and men“:**

In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity. In 2013, we participated in a Logib-D consultation promoted by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) in order to review the actual salary data of female and male employees. After the survey and analysis of the structural data, Fraport AG was given formal recognition that the company had made equal pay a key strategic issue and that it acted as a role model.

### **LA1 Total workforce**



See “LA1 Total workforce”.

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical reasons but the aim is to collect these data in future.

### **LA2 Employee turnover**



See “LA2 Employee turnover”.

A breakdown of the turnover rate by gender cannot yet be reported for the Group sites because the data are not available. We want to address this issue over the medium term.

A survey of new appointments by age group is not yet possible due to technical reasons but the aim is to collect these data in the future.

### **LA3 Benefits provided to full-time employees**



Fraport offers employees a series of non-payscale benefits (see “Working conditions and co-determination” and

<http://www.fraport.com/en/careers/working-at-fraport/rewards—benefits.html> ). Supplementary company social benefits are granted equally to all employees (as appropriate pro rata in accordance with the scope of employment) in an equal approach. This applies – unless a specified period of service with the company is a prerequisite for entitlement – also independently of whether the employment is fixed term or permanent.

See also “Our International Airports”.

#### **LA4 Employees covered by collective bargaining agreements**

The collective agreement for public service workers (TvöD) applies to the Fraport parent company and its subsidiaries FraCareServices GmbH (FraCareS), Frankfurt Passenger Service (FPS) and Media Frankfurt GmbH (media). A separate in-house collective agreement covers staff working at Airport Personal Services GmbH (APS) and FraSec Fraport Security Services GmbH. The collective agreement for the catering industry covers staff at Airport Cater Service GmbH (ACS) and the collective agreements for transport and traffic businesses in Hesse govern staff at Fraport Cargo Services GmbH (FCS).

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

In order to provide further performance incentives, Fraport AG makes available a budget of 2.72 million euros each year in addition to the 5.94 million euros of performance-related payments agreed under the collective payscale. Depending on the pay group and the payscale level, the average performance bonuses were between 1.8 percent and 5.0 percent of an annual salary and varied between 535 euros and 2,875 euros. In 2013, a total of 8.66 million euros were paid out to employees covered by the collective agreement for public-service workers (TvöD) for the previous year 2012.

The employees of the Fraport parent company working in the workshop facilities at Fraport Airport are paid under a bonus wage system rather than the performance incentive system. The rules are based on the time targets defined by the automotive manufacturers for work processes in car service centers and involved a total of 131 employees in 2013. If less time is required for work processes, corresponding bonuses are paid out. These amounted to 5,500 euros per person in 2013 and came to a total of 430,000 euros.

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

#### **LA5 Minimum notice period(s) regarding significant operational changes**

Fraport works closely together with the employees' representatives in an atmosphere of trust. Pursuant to the Works Constitution Act, the Works Council must be promptly and comprehensively informed about any changes in the business. This was not defined in detail or restricted within the framework of the collective agreements. A notification obligation of three months is standard business practice.

38 meetings of the Works Council at the parent company were held in 2013, while the Group Works Council came together for nine ordinary meetings and two extraordinary meetings during the course of the year. Just as in Frankfurt, Fraport also ensures that employees have the basic right of freedom of association and the right to collective bargaining payscale negotiations at international sites where Fraport has a majority shareholding. We are committed to open cooperation in an atmosphere of trust with democratically elected employee representatives and we use this process to work toward achieving a settlement that is fair for all interests.

#### **LA6 Percentage of total workforce represented in formal joint management-**

An overview of the percentage of employees represented in job safety committees is provided in [“LA6 Percentage of employees represented in job safety committees”](#).

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

The Job Safety Committee (JSC) deals with operational issues relating to job safety in the parent company. The permanent members of the committee include representatives from the committee for disabled employees and the Works Council, the Senior Company Officer, the Senior Safety Expert, the Executive Director of Labor Relations and five selected Safety Officers from the Business Units. The opinions of experts for specialist technical departments and experts from the affected areas are sought on defined technical issues in specific instances relating to job safety, health promotion and environmental protection. In 2013, the committee met four times under the chairmanship of the Executive Director Labor Relations.

In 2012, the Group Job Safety Committee (G-JSC) was also introduced at Group level. The function of the committee is to make fundamental decisions on standardizing processes in job safety and health promotion. One of the tasks of the committee was to develop the overarching job safety goals in 2014 for the Group. Permanent members include the Senior Safety Engineer, the Senior Company Medical Officer, the Group Disabled Employees Representative and the Group Works Council, as well as all Executive Managers from the majority shareholdings at the Frankfurt site. The Executive Managements and Works Council Members of subsidiary companies with particularly high numbers of employees are also represented in the committee as permanent members. In 2013, the Group Job Safety Committee met twice. The Executive Director Labor Relations also chaired these meetings.

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



## LA7 Work-related fatalities and absenteeism



Comprehensive measures for preventive occupational and health promotion are intended to avoid work-related physical, mental and psychosocial problems as far as possible, or at least reduce or compensate for the impacts. Recording, investigating and evaluating accidents at work is carried out in accordance with the Germany Occupation Safety Act.

A list of occupation diseases and absences can be found under [“LA7 Occupational diseases and absences”](#).

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future. The same applies to a breakdown of the accidents by causes of injury. Reporting of a breakdown of the indicators by regions is not yet possible because the data are not available for this. We would like to address this issue over the medium term.



## LA8 Education and training regarding serious diseases



The top priority of health promotion at Fraport is to promote and retain the health of all employees. With this objective in mind, health management at Fraport AG therefore bundles numerous prevention programs advice packages. You will find an overview of the measures carried out [here](#).

Our employees not only benefit from regular health checks by the company medical service but also from health injections free of charge and tailor-made prevention programs. They find out about measures providing protection against noise and receive valuable information on issues like ergonomic design of computer workstations. Health promotion also addresses the risks relating to personal life styles. Information on a generally healthy life style, health hazards for example resulting from HIV/Aids or noroviruses, and programs for giving up smoking.

The packages are available to members of staff at Fraport AG but not to family members and neighbors. Family members of an employee are only entitled to be examined and receive advice if an employee has been posted abroad under examination G 35 (and amended H 35) of an employer's liability insurance in relation to the selected workplace or place of residence.

No workers are involved in operating activities that carry a particularly high risk of developing a specific disease or where a large number of illnesses occur. All the measures for protection and prevention are taken through proper organization, provision of appropriate workwear, work-safety and medical examinations.

### ***LA9 Health and safety topics covered in formal agreements with trade unions***

The consistent realization of the corporate objective of occupational health and safety is a top priority for Fraport AG and its subsidiary companies. The Executive Board, Group Works Council, and the Works Council of Fraport AG support and promote preventive strategies in occupational health and safety with the common goal of avoiding disadvantages for employees and costs. They have therefore made a commitment to creating all the prerequisites so that management and employees can implement these principles in the everyday work routine and develop them further. Based on the premises "Prevention is better than cure", the Executive Board and the employee representatives drew up a joint declaration of principles on occupational health and safety and incorporated the declaration within the Group Guidelines (see "Occupational safety" and "Health promotion").

### ***LA10 Average hours of training per employee***

See "LA10 Training and career development time for each employee".

A breakdown of indicators by employee category is not currently possible because the data for this are not available. We would like to address this issue over the medium term.

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future.

### ***LA11 Programs for skills management and lifelong learning***

We would like to facilitate lifelong learning for our employees and enable them to continuously adapt their specialist and personal skills to a complex life and working environment. Information on this issue is available in the section. For more information see "Training and career development".

### ***LA12 Percentage of employees receiving regular performance and career development reviews***

See "LA12 Percentage of employee receiving a regular performance review".

A breakdown of the indicators by gender is not yet possible for the Group sites due to technical issues but the aim is to collect these data in future.

### ***LA13 Composition of employees***

See [“LA13 Composition of employees”](#).

The data were previously not recorded by employee categories. We would like to address this item over the medium term.

Information on the persons in governance bodies based on gender and age groups and belonging to minorities is not yet possible for the Group because the data are not available in the subsidiary companies. The aim is to collect these data in future.



#### ***LA14 Ratio of basic salary and remuneration of women to men***



In accordance with the collective agreement for public service workers, no gender-specific criteria may be taken into account when assessing activities. Criteria such as knowledge and skills, responsibility, level of difficulty of the activity or management responsibility must form the basis for assessment. Only the actual job is assessed and not the person who is carrying out the activity. In 2013, we participated in a Logib-D consultation promoted by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) in order to review the actual salary data of female and male employees. After the survey and analysis of the structural data, Fraport AG was given formal recognition that the company had made equal pay a key strategic issue and that it acted as a role model.



#### ***LA15 Return to work after parental leave***



See [“LA15 Return to work after parental leave”](#).

Presentation of the indicators for the Group is currently not possible due to differing legal systems. It is not possible to collect data for the number of employees who were still employed at Fraport AG twelve months after the end of their parental leave. We would like to address this issue over the medium term.



### **Aspect: Human Rights**

#### ***Management Approach HR***



##### **Targets and performance:**

We summarized our targets and the measures adopted to achieve them in the under the areas of action “Diversity and Equal Opportunities” and “Procurement” (see [“Sustainability Program”](#)).

##### **Policy:**

Pursuant to responsible corporate governance, we have made a commitment to compliance with internationally recognized standards of conduct, such as those defined in the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. In 2013, Fraport published two in-house codes of conduct to establish these principles even more firmly within the company. These two codes commit employees and suppliers to compliance with these fundamental principles. The Fraport Policy forms the overarching structure for all commitments and the codes of the Group based on specific thematic areas (see [“Governance and Compliance”](#)).

##### **Key risks and opportunities/Impact assessment:**

The Fraport Group has a comprehensive Risk Management System. This ensures that important risks are identified, continuously monitored and limited to an acceptable level within the scope of the opportunities available. The risk assessment is carried out taking the impacts of Fraport on the environment (Impact Assessment) (see [Annual Report 2013](#), p. 67 ff).

##### **Responsibility:**

The highest level in the organization, which bears responsibility for environmental aspects is the Members of the Executive Board.

##### **Training course and awareness measures:**

The General Equal Opportunities ACT (AGG) forms a platform for our dealings with members of staff. All managers of Level 1-4 and the employees in human resource services receive regular training over the course of the year in relation

to this legislation (see ["Governance and Compliance"](#)).

Fraport developed e-learning courses in 2012 with the aim of meeting the increased compliance requirements. Introduction of these courses commenced in February 2013. They are intended to support the positive Fraport values culture and assist our members of staff in correct conduct. They also serve to inform them about the wide range of topics in the area of compliance.

#### **Monitoring and tracking:**

We have made a commitment at all Group sites to compliance with internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and the ILO core standards. The Integrated Management System commits the participating member companies to undergo reviews on the basis of random samples in regular internal audits. Environmental, occupational-health and quality management are organized under the umbrella of the IMS. The objective of the IMS at Fraport AG is to maintain and improve the quality of all internal business processes (see ["Risk and Compliance Management System and Internal Control System"](#)).

#### **Aspect „Investment and procurement practices“:**

Significant factors for selection of suppliers include the principles for awarding orders based on Article 97 of the Act against Restraints on Competition (GWB) of the Federal Republic of Germany. When services are put out to tender, Fraport AG guarantees compliance with national and international laws. This is again confirmed in legally binding terms when the contract is signed.

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

#### **Aspect „Non-discrimination“:**

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

#### **Aspect „Freedom of association and collective bargaining“:**

Fraport respects the basic right of freedom of association and the right to collective bargaining negotiations under national agreements. We also recognize the right to open cooperation in a spirit of mutual trust with democratically elected employee representative bodies directed toward a fair settlement of interests. Around 93 percent of the employees in the Fraport Group are covered by collective pay agreements.

#### **Aspect „Child labor“:**

The Fraport Group rejects any form of forced labor and is committed to the abolition of child labor. The minimum age permitting full-time employment in compliance with the relevant national regulations is observed within the Fraport Group.

#### **Aspect „Prevention of forced and compulsory labor“:**

The fundamental responsibility for combatting human trafficking or smuggling of migrants is with the Federal Police. Fraport provides support here as far as possible, for example with making appropriate video analyses of security relevant video analyses available. Knowledge about matters relevant to security is exchanged in meetings held to ensure that all the organizations and authorities working on security issues provide mutual support. Before any data are exchanged, the relevant data protection officers are asked to review the data and approve the transfer.

At the request of the government agencies, various security systems are in place depending on the infrastructure, processes and risks. One example is short-term identification blocks (10 minutes). This procedure prevents repeated use of an ID card at the gates. Where possible, employee transfers between Schengen and Non-Schengen zones are installed very close to border control posts.

Clear guidelines and regulations on misuse for all ID card holders are provided in the Airport Use Rules and the ID Card rules. These include withdrawal of ID cards / access authorizations.

#### **Aspect „Security practices“:**

The Air Security Act (LuftSiG) came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators (Article 8) and the airline companies (Article 9). The air security measures in accordance with Article 5 LuftSiG are the responsibility of the Federal Police.

The police have appointed Fraport AG, FraSec GmbH and another service provider to carry out the air security checks. This primarily includes personal and hand-baggage checks, and the checks carried out on baggage checked in.

The security obligations of the airport operator related to maintaining security and order on the site of the airport as a prerequisite for guaranteeing unimpeded operation workflows. The entire airport site must satisfy the defined safety standards. These are based on the requirements of the Air Security Act (LuftSiG) and the EU directives and are divided into the different areas for security purposes. The airport operator is responsible for carrying out pedestrian and vehicle access checks and for enforcing checks on people and goods at access points to critical parts of the airport. These include checking so-called airport deliveries (deliveries of goods into areas subject to security checks which are not used for onboard catering) and checks on taking prohibited items on board. This means that such operations have to be carried out in the security zones themselves. Fraport AG has commissioned FraSec GmbH to carry out the checks. For purposes of carrying out the obligations incumbent on airport operators in accordance with Article 8 LuftSiG, Fraport AG is subject to the regulatory instructions of the Hessian Ministry for Economics, Transport, Urban and Regional Development as the responsible regulatory authority.

Fraport AG has been participating in a task force made up of participants from "Data Protection", "Product Management", "Video and Corporate Security", and with the involvement of the Works Council. The purpose of this task force is to revise and further optimize the data protection concept for the deployment of video technology on the airport site. The concept provides clear specifications based on the relevant purpose and requirements under data-protection legislation to users and to internal installers relating to the installation, configuration and use of all video data. Furthermore, a new approval process has been established which is primarily based on the appointment of Video Officers by the areas deploying this technology. New requirements have been integrated by the authorities in this concept. These measures continue to ensure that the requirements for video monitoring are harmonized with the individual rights of passengers, visitors and employees.

Boarding cards have included 2D bar codes for some time now and these store personal data about the passengers. The systems for processing the data were developed by Fraport in cooperation with customers and Data Protection and they were implemented so that personal data are only displayed to the inspecting personnel for checking purposes but are not stored, or otherwise processed or used for any other purpose. This is not necessary for the operation of the airport. In order to be in a position to guarantee safety at airports, one of the measures required is that personal access rights must be administered and checked. At Frankfurt, this is carried out using a new ID card administrative system and new access checking systems will be used in future for the gates and for all other access points to operational and security areas. Fraport AG has implemented organizational and technical measures directed toward the protection of data, in order to keep data secure against misuse. Alongside conclusion of an operating agreement to regulate the handling of data, all changes in use must be agreed with the Data Protection Officer and the Works Council. Accesses to the system are only permitted for a very limited group of people for a concretely defined function and these accesses are documented so that any misuse is excluded as far as possible but any misuse occurring can also be identified and tracked.

As part of their activity as air security assistants, we alert our employees to the fact that they should always classify anything unconventional as dangerous. Naturally, this primarily affects dangerous items which must not be taken into the security zone or on board an airliner. However, unconventional also means that the authorities should be informed if, for example, a passenger is carrying several different passports with them. Finding this kind of information only affects checking individuals and / or hand baggage. When checked baggage is inspected in several stages, detecting this kind of occurrence through evaluation of the X-ray image tends to be classified as an accidental find, because the War Weapons Control Act and IATA regulations take precedence here.

#### **Aspect „Indigenous rights“:**

Fraport respects the rights of indigenous people. During the period under review, there were no incidents affecting the rights of indigenous people (see "[HR9 Violations involving rights of indigenous people](#)").

#### **Assessments:**

We have made a commitment at all Group sites to compliance with internationally recognized codes of conduct – the principles of the UN Global Compact, the OECD principles and the ILO core standards. The Integrated Management System commits the participating member companies in the Fraport Group to undergo reviews on the basis of random samples in regular internal audits. Environment, occupational-health and quality management are organized under the umbrella of the IMS. The objective of the IMS at Fraport AG is to maintain and improve the quality of all internal business processes (see "[Governance and Compliance](#)").

#### **Remediation:**

During the period under review, no complaints were being pursued in relation to human rights which were submitted by formal, organizational complaints mechanisms (see "[HR11 Number of grievances related to human rights filed](#)"). For this reason, no improvements had to be made.

During the period under review, no major investment agreements were concluded as a result of which Fraport acquired shares in another organization or through which an investment project was initiated that was material for the balance sheet.

When services are put out to tender, compliance with national and international laws is guaranteed. This is again confirmed in legally binding terms when the contract is signed.

Fraport complies with its responsibility in the supply chain and also expects the same compliance from its suppliers and service providers. Our Code of Conduct for Suppliers formulates rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship (see [“Compliance and Code of Conduct”](#)).



**HR2 Suppliers that have undergone human rights screening**

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During the period under review, no contracts with major suppliers and contractors were rejected on account of human rights aspects or came into being only on the basis of incorporating additional framework conditions.

Contrary to a manufacturing company, Fraport AG has a heterogeneous requirement structure. The needs of Fraport AG range from architectural services, through erection of complete buildings to their repair, from office materials through computer center services, to aircraft tow-tractors. Fraport ensures when putting individual services out to tender that national and international laws and agreements are applied. This is again confirmed in legally binding terms when the contract is signed. Fraport complies with its responsibility in the supply chain and also expects the same compliance from its suppliers and service providers. Our Code of Conduct for Suppliers formulates rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship (see [“Compliance and Code of Conduct”](#)).



**HR3 Total hours of employee training concerning aspects of human rights**

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The objective of the General Equal Opportunities Act (AGG) is to prevent or eliminate any disadvantages being suffered by employees for reasons of race or on account of ethnic origin, gender, religion or beliefs, a disability, on account of age or sexual identity. The managers of levels 1-4 and the employees in human resource services are therefore regularly trained over the course of the year in relation to the General Equal Opportunities Act (AGG). Apprentices and trainees should also be comprehensively informed about the AGG (see [“Compliance and Code of Conduct”](#)).

A quantitative statement on the hours which are expended overall in relation to training measures relating to guidelines and procedures on human rights aspects and the percentage of trained employees is not currently possible.



**HR4 Incidents of discrimination and corrective actions taken**

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During the period under review, no legal actions were filed in relation to the General Equal Opportunities Act (AGG).



**HR5 Freedom of association and collective bargaining**

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During the reporting period, it is assumed that the rights of employees to exercise freedom of association and collective bargaining are not violated in any business activity and with no major supplier.

In accordance with Fraport’s fundamental values of probity, integrity, trustworthiness, responsibility, transparency, loyalty, and fairness, we aspire to act with social, economic and ecological responsibility in our business dealings. Our Codes of Conduct commit our own employees and all the suppliers and service providers of the Group to these standards (see [“Compliance and Code of Conduct”](#)).



## **HR6 Operations and measures to contribute to the effective abolition of child labor**



During the period under review, it is assumed that there is no substantial risk of child labor in any business activity and in any major supplier.

The Fraport Group rejects any form of forced labor and is committed to the abolition of child labor. The minimum age permitting full-time employment in compliance with the relevant national regulations is observed within the Fraport Group. Fraport has made a commitment to compliance with the most important internationally recognized codes of conduct to promote responsible corporate governance at all Group sites – the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. We are consistently working to integrate the internationally accredited standards in the areas of human rights, work, environmental conservation, and anti-corruption within our processes. This is why we decided in 2012 develop the conduct rules underlying the Values Management System into Codes of Conduct for employees and suppliers and to complement them with the additional principles of the US Global Compact. Our Code of Conduct for Suppliers formulated rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship. Similar to the Code of Conduct for Employees, this code addresses the issues of compliance, working conditions, and human rights and was supplemented by the aspects of environmental conservation and climate protection (see [“Compliance and Code of Conduct”](#)). At the beginning of 2013, these were initially introduced to the German companies of the Fraport Group and they were then gradually rolled out in the majority shareholdings abroad. The Group Codes were introduced as a dedicated code for each subsidiary company of Fraport AG. Existing conditions and regulatory documents were incorporated if possible.



## **HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor**



During the period under review, it is assumed that there is no substantial risk of forced labor in any business activity and in any major supplier.

The Fraport Group categorically rejects any form of forced or compulsory labor and has made a commitment to compliance with the most important internationally recognized codes of conduct to promote corporate governance – the principles of the UN Global Compact, the OECD principles and the ILO core labor standards. We are consistently working to integrate the internationally accredited standards in the areas of human rights, work, environmental conservation, and anti-corruption within our processes. This is why we decided in 2012 develop the conduct rules underlying the Values Management System into Codes of Conduct for employees and suppliers and to complement them with the additional principles of the US Global Compact. Our Code of Conduct for Suppliers formulated rules for business relationships with the companies of Fraport AG and applies to all suppliers and service providers with which there is a direct business relationship. Similar to the Code of Conduct for Employees, this code addresses the issues of compliance, working conditions, and human rights and was supplemented by the aspects of environmental conservation and climate protection (see [“Compliance and Code of Conduct”](#)). At the beginning of 2013, these were initially introduced to the German companies of the Fraport Group and they were then gradually rolled out in the majority shareholdings abroad. The Group Codes were introduced as a dedicated code for each subsidiary company of Fraport AG. Existing conditions and regulatory documents were incorporated if possible.



## **HR8 Percentage of security personnel trained in the organization's policies**



The training and career development of the entire security personnel is carried out in accordance with statutory regulations and internal procedures and also encompasses statutory provisions relating to handling people and property. The training requirements are applicable to the security personnel at Fraport AG and to the personnel of the subsidiary company Fraport Security Services (FraSec) GmbH.



## **HR9 Incidents of violations involving rights of indigenous people**



Fraport respects the rights of indigenous people. During the period under review, there were no incidents affecting the rights of indigenous people.



## HR10 Operations that have been subject to human rights reviews



The total number of investment companies of the Fraport Group classified by countries can be found here (see ["Profile"](#)).

During the period under review, none of the investment companies were the subject of a review and/or impact assessment relating to human rights.



## HR11 Number of grievances related to human rights



During the period under review, no grievances related to human rights were made against Fraport AG and the investment companies which were submitted through formal, organizational grievance mechanisms.



### Aspect: Community

#### Management Approach SO



##### Targets and performance:

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the areas of action "Noise abatement", "Air quality", "Compliance/Governance" and "Regional engagement". See also ["Sustainability Program"](#).

##### Policy:

The material field of action here is noise abatement, see section ["Noise abatement"](#).

##### Responsibility

The highest level in the organization, which bears responsibility for community aspects is provided by the Members of the Executive Board.

##### Training course and awareness measures:

A key area of action for Fraport is noise abatement. Fraport AG has an "Info Mobile" in order to engage in dialog with local residents. In 2011 and 2012, Fraport AG deployed an "Info Mobile", which traveled around in the area surrounding the airport. Fraport employees acted as ambassadors and took part in campaigns held in the region. The main focus of campaigns is on holding training courses which provide information on the issues of noise, flight routes and noise abatement.

##### Monitoring and tracking:

A material area of action is noise abatement. For more information on aircraft noise monitoring see ["Monitoring and Transparency"](#).

##### Key opportunities and risks:

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see ["Annual Report 2013"](#), p. 67 ff).

##### Aspect „Local communities“:

More than 58 million passengers each year and 20,744 employees – Fraport AG operates a leading international air-traffic hub in Frankfurt and therefore makes a major contribution to the economic power and prosperity of Germany and the Frankfurt/Rhine-Main Region. Fraport Airport is Germany's biggest workplace with around 78,000 employees\* and it creates employment opportunities for many thousands of additional jobs in the region. At the same time, aircraft noise impacts negatively on the people who live near the airport. Both positive and negative aspects provide the reasons for our significant social responsibility (for more information see ["Voluntary Engagement"](#) and ["Noise abatement"](#)).



\*The data for 2013 were not available when this report went to press.

##### Aspect „Corruption“:

Fraport has been operating a web-based compliance system based on prevention which was implemented ten years ago. The initial emphasis here was a focus on anti-corruption as a result of the expansion of the airport. An organizational structure was only developed in 2012 as a consequence of the much more broadly based development into a comprehensive Compliance and Risk Management System. The content focus in 2013 was on the roll-out of the new Code of Conduct for Employees, and the development and implementation of three e-learning



modules.

The preventive nature of the existing compliance, values and risk-management approach was mainly directed toward strengthening the compliance culture of our company.

Fraport has implemented a Whistleblower System at many of its sites. This is an important tool for identifying or uncovering breaches in codes. In 2009, Fraport introduced the electronic [Whistleblower System BKMS®](#) in the parent company. Fraport employees, business partners and customers have the opportunity to submit confidential reports about irregularities around the clock using an Internet-based communication platform. Access to the system is provided through the Fraport website. This means that information on corruption, economic crime, and infringements of standards of conduct can be notified in confidence throughout the world at any time. The anonymity of the whistleblower is systematically ensured. The factual content of every notification is intensively reviewed and sanctions are introduced as necessary. The Whistleblower System was implemented at our Group subsidiary Fraport Twin Star Airport Management AD in Varna und Burgas in 2009, at our Antalya site in 2010, and in Lima in 2011.

Fraport has also appointed an external lawyer as an ombudswoman. She additionally accepts reports on company-related crimes, inadmissible business practices and serious infringements of regulations. Since 2003, employees at the Frankfurt site have also had an internal ombudsperson they can turn to.

You will find additional information on the Whistleblower Systems [here](#).

#### **Aspect „Public policy“:**

Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular exchange of views with our stakeholder groups (see [“Our Stakeholders”](#) and [“Stakeholder engagement Fraport AG”](#)).

See also [“SO5 Political positions and lobbying”](#).

#### **Aspect „Anti-competitive behavior“:**

“Ensuring sustainability” is one of the five core elements of Agenda 2015 (see [“Sustainability management”](#)).

Sustainability management at Fraport is based on internationally accredited standards such as the principles of the UN Global Compact, the OECD principles for multinational companies and the core labor standards of the International Labor Organization. Fraport’s own principles and internal guidelines are also binding, for example Codes of Conduct for employees and suppliers and the [Fraport Corporate Governance Code](#).

For more information see [“Governance and Compliance”](#).

#### **Aspect „Compliance“:**

The Supervisory Board of Fraport AG adopted the Corporate Governance Code of Fraport AG as early as 2002.

The code describes the essential principles for the management and monitoring of the company and includes internationally and nationally recognized standards for goods and responsible corporate governance. The Fraport Code also includes the essential rights of the shareholders who provide the company with the necessary equity capital and bear the entrepreneurial risk. The Fraport Code is firmly based on the German Corporate Governance Code and is regularly reviewed and revised to meet the recommendations and ideas of the government committee. The last revision was carried out on 27 September 2010. On behalf of and acting for the Supervisory Board, the Executive Board of Fraport AG submits a declaration on corporate governance pursuant to Article 289a German Commercial Code (HGB) and publishes it in the Annual Report. The Annual Report also contains the detailed Corporate Governance Report of the company and the report of the Supervisory Board together with other statements on corporate governance (see <http://www.fraport.com/en/the-fraport-group/corporate-compliance/integrated-management-systems.html>).

## ***SO1 Operations with implemented local community engagement***



Frankfurt Airport is a key business location. Frankfurt Airport is an outstanding economic and location factor for the Frankfurt/Rhine-Main Region and beyond. The airport is a magnet attracting companies and a training center. It is also the biggest workplace in Germany with a workforce of 78,000 employees\*. Many export-oriented companies and a total of 500 German or European branches of major international and multinational companies have selected the area around the airport as their location. The companies in turn attract numerous service providers who create further employment. We offer the 35 million consumers living within an area of 200 kilometers around the airport opportunities to travel to 250 destinations throughout the world (for more information see [“Value added”](#)).

Fraport AG makes an important contribution to creating regional value and to social stability at its sites. In 2013, we paid our employees around 947 million euros in wages and salaries and deducted approximately 115 million euros in direct taxes. In the business year 2013, we generated total revenues amounting to around 2.561 billion euros. 73 percent (520 million) of our orders with a total volume of 714 million euros were placed with companies in the Frankfurt/Rhine-Main Region. It is important to remember here that airport operators are sector contractors and are precluded on legal grounds from granting preference to companies from the surrounding area when they place orders (see [“Value added”](#)).

We are positioned in a field of tension at our main location in Frankfurt. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport in export nation Germany and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the aspects of this field of tension within our entrepreneurial actions to maximum possible effect. This is particularly important against the background of a foreseeable increase in the volume of traffic. We therefore defined concrete goals for noise abatement, such as improving the noise situation in the neighboring residential areas and reducing the number of people impacted by noise, and initiated further measures in 2013 (for more information see ["Noise abatement"](#)).

We also make a contribution towards creating regional value at all our other airports where we have a majority holding, see ["Our International Airports"](#). Overall, this corresponds to a share of 100 percent.

Fraport regularly has open stakeholder dialogs (see section ["Our stakeholders"](#) and ["Stakeholder engagement Fraport AG"](#)).

\*The data for 2013 were not available when this report went to press.

### ***SO9 Operations with significant potential or actual negative impacts on local communities***



Airports make a significant contribution to economic prosperity through jobs, tax receipts and first-class transport connections. However, their business activities also have disadvantages which exert negative impacts on the local communities (see ["Value added"](#)). A significant aspect here is aircraft noise (see also ["Noise abatement"](#)).

### ***SO10 Prevention and mitigation measures implemented in operations***



We are positioned in a field of tension at our main location in Frankfurt. On the one hand, we are responsible for tens of thousands of jobs, the economic importance of the biggest airport in export nation Germany and the prosperity of the Frankfurt/Rhine-Main Region. On the other hand, the downside to this is the noise impact for those sections of the population who live in the region around the airport.

We are committed to taking responsibility and we incorporate all the aspects of this field of tension within our entrepreneurial actions to maximum possible effect. This is particularly important against the background of a foreseeable increase in the volume of traffic. We therefore defined concrete goals for noise abatement, such as improving the noise situation in the neighboring residential areas and reducing the number of people impacted by noise, and initiated further measures in 2013 (for more information see ["Noise abatement"](#)).

### ***AO8 Number of persons displaced, by the airport operator***



During the reporting period, some residents in Lima living near the airport were resettled by the government – officially and under the supervision of the World Bank and other organizations.

Information on the number of people who were willingly and unwillingly resettled and details of the compensation payments paid cannot currently be presented.

### ***SO2 Percentage and total number of business units analyzed for risks related to corruption***



The Internal Audit Department audits all key business units of the parent companies, subsidiary companies and joint ventures, and investment companies on the basis of an audit plan adopted by the Executive Board. The key emphasis of the audits also involved regularity audits which include aspects of the audit relating to corruption risks. The focuses of the audit are developed on the basis of a standardized, risk-oriented planned approach for the annual program planning and the number of regularity audits can therefore vary between 15 and 25 audits each year.

### ***SO3 Percentage of employees trained in anti-corruption policies and procedures***



In 2013, the first training sessions were implemented across the group using e-learning to address issues of web-based compliance. The training concept involved different management levels and functions having the same obligation to undergo training. This was supported by an appropriate target agreement.

By the end of 2013, 2,800 people had each completed three e-learning courses. This corresponds to a compliance rate of 87%. The courses were rolled out in a thematic approach with a basic course on web-based compliance, the new Code of Conduct for Employees and a module on the culture of trust which dealt with whistleblower systems.

12 internal face-to-face sessions were also carried out on web-based compliance.

Two further mandatory e-learning courses on anti-corruption are planned for 2014. There will also be face-to-face courses on anti-trust law and insider regulations.

In 2013, the executive managers and the managing directors of the investment companies were informed personally about the new Code of Conduct for Employees.



### ***SO4 Actions taken in response to incidents of corruption***



In 2013, seven allegations of corruption were made at the Fraport parent company and the Fraport subsidiaries. Investigations were carried out into these investigations. The allegation was confirmed in one case involving a subsidiary and an appropriate personnel measure was carried out. Three investigations into the facts have not yet been completed. The allegation of corruption could not be confirmed in all the other cases following an appraisal of the evidence.



### ***SO5 Public policy positions and lobbying***



Fraport has a broad network of institutionalized, structured communication media to promote dialog and a regular exchange of views with our stakeholder groups (see [“Our Stakeholders”](#) [Link zu "Dialog > Our stakeholders"] and [“Stakeholder engagement of Fraport AG”](#)).

Fraport pursues its interests through membership of the trade organizations Task Force for Germany Commercial Airports (see <http://www.adv.aero/english/>), Airports Council International (see <http://www.airports.org>) Europe and World. Fraport is also a member of the Federation of the German Air Traffic Industry (BDL) (see <http://www.bdl.aero/en/>). BDL focuses on the importance of air traffic as an economic factor for Germany and has defined its target as highlighting its contribution to safety mobility, climate and environmental protection. We are working together with the bodies there to prepare positions on the issues of air traffic. They also include positions on projected legislation and political initiatives. Working with trade organizations is a top priority for Fraport. Involvement in the trade organizations promotes exchange of information and cooperation with other airports on current issues relating to traffic policy and sector specific matters. ADV focuses on Germany's importance as a traffic hub. ACI EUROPE and ACI WORLD address issues relating to European and international air traffic. In Europe, exchange of ideas between hub airports is particularly important because this enables common positions, strategies and initiatives for solutions to be agreed. Work with trade organizations involves a range of different specific issues (e.g. Environmental Policy, safety measures, passenger rights, Single European Sky, etc.). The Fraport Executive Board plays an active role in the management bodies of the trade associations.



### ***SO6 Contributions to political parties and politicians***



The company makes no financial donations to political parties or institutions.



### ***SO7 Legal actions for anti-competitive behavior***



In the year 2013, there were no major legal actions pending nor were any significant legal actions brought to a close

which related to anti-competitive behavior and breaches of anti-trust law.

## ***SO8 Significant fines for non-compliance with laws and regulations***

No significant fines were levied on Fraport in 2013 on account of breaches of statutory regulations.

### **Aspect: Product Responsibility**

#### ***Management Approach PR***

##### **Targets and performance:**

We summarized our targets and the measures adopted to achieve them in the Sustainability Program under the areas of action "Safety and security" and "Customer satisfaction" (see "[Sustainability Program](#)").

##### **Policy:**

We always focus on the responsibility for our product when analyzing all the development options and growth plans. The obligation to our customers, the community and the environment does not come to an end when we complete a new terminal, build a new runway or the passenger goes through the gate and gets onto a plane. Our quality-management and control systems, security management and many of our services are directed toward ensuring that airlines, passengers, tenants or visitors can look back on an enjoyable and streamlined stay in the environment of Frankfurt Airport at the end of the day. Fraport is pursuing with the project "Great to have you here!" the objective of making Frankfurt Airport even more attractive to transit passengers and ensuring that all passengers have an enjoyable travel experience (for more information see "[Customers](#)").

##### **Responsibility:**

The highest level in the organization, which bears responsibility for product responsibility aspects is provided by the Members of the Executive Board.

##### **Training courses and awareness measures:**

In order to ensure adequate preparation for emergencies, a range of different emergency exercises are regularly carried out at Frankfurt Airport, for example

- Planned exercises
- Firefighting and rescue exercises
- Exercises for informing relatives, affected airlines, media and the general public
- Exercises providing initial counseling for uninjured survivors of an accident, their relatives and people giving assistance.

Alongside smaller exercises, e.g. evacuation of persons from the Skyline, a full exercise is carried out at the airport every two years in accordance with statutory regulations and the international ICAO guidelines. This major exercise involves practicing complex emergencies. The primary focus is on effective cooperation between internal and external emergency services. The Fraport Emergency Orders (BA-NOT) form the basis for planning and coordinating these exercises. The exercise scenarios are planned and carried out as near to reality as possible, in order to ensure that all the parameters contained in the alarm plan are reviewed – the functionality and effectiveness of organizational, personnel and material precautions, as well as the qualifications of the emergency and support personnel.

Special training and career development courses are held for employees at the Emergency Information Center and in Special Assistance Teams (SAT) (see <http://www.fraport.com/en/our-expertise/aviation-services/SafetyandSecurity.html>).

##### **Monitoring and tracking:**

The satisfaction of our customers is a top priority in our Materiality Matrix. We are continually working on improving our tested service profile in order to retain and further enhance customer satisfaction. Specifically, we have decided to provide more comfort to more than 58 million passengers traveling through Frankfurt every year. The corresponding activities were bundled in the initiative "Great to have you here!" For more information see "[Product Quality and Customer Satisfaction](#)"

##### **Key opportunities and risks:**

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level (see [Annual Report 2013](#), p. 67 ff).

##### **Aspect „Customer health and safety“:**

The top priority for air traffic is safety (see "[Materiality Matrix](#)"). We want to retain the high standard of safety at Frankfurt Airport. A continuous review of all processes governing safety, training of personnel deployed and a safety

management system enable us to make a significant contribution to safety. Increasingly advanced technologies and more and more personnel are being deployed to guarantee the security of passengers, baggage and cargo (see ["Safety and security in air traffic"](#)).

Another key area of action is noise abatement (see ["Noise Abatement"](#)). We are committed to taking responsibility and we incorporate all the factors operating within this field of tension in our entrepreneurial actions to maximize the possible effect. Our concrete goal is to keep below the noise values projected in the approval procedure for the airport extension by taking measures within the scope of active noise abatement. Active noise abatement reduces the noise directly at the source or brings about improvements along the distribution pathway. Passive noise abatement is targeted toward reducing noise at the location where the noise pollution is experienced. We tackle this issue by financing building measures for noise abatement which go beyond the statutory regulations.

A Bird Strike Management system is in place in order to prevent the risk of bird strike at Frankfurt Airport and at the Group airports. A Wildlife Control Manual regulates measures, responsibilities and information pathways which are primarily directed toward reducing the potential risk of bird strike. A Bird Strike Officer has been appointed specifically dedicated to the issue of bird strike at the airport. Bird Control is operated throughout the day on the airport site and in the area surrounding the airport. Bird Control at Frankfurt Airport was extended to include the aircraft-movement area at the Runway Northwest and applies throughout the airport site and the area surrounding the airport.

The functions of Bird Control include regular bird surveys and documentation of the results, general monitoring of the airport site to identify any occurrences of birds relevant to aircraft safety and bird clearance. Management of landscaped areas plays a key role here. When species of shrub and tree are being selected, species attractive to birds, in particular those bearing berries are prohibited. Cultivation of long grasses (standard species height at least 20 cm) is a basic specification for grassland areas throughout the apron area to avoid attracting birds that breed on the ground. Areas of water that are permanently open are not allowed throughout the aircraft site and large areas that become covered in water have to be cleared.

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

#### **Aspect „Product and service labelling“:**

The ongoing economic success of our company depends on the satisfaction of our customers and employees. Competitive prices, quality of services and the security of procedures and workflows are key factors for this. Fraport has created an integrated Management System from environmental, job-safety and quality management to guarantee a process of continuous improvement for customer satisfaction. The objective of the management systems at Fraport AG is to secure and improve the quality of all internal business processes (for more information see ["Risk and Compliance Management System and Internal Control System"](#)).

Numerous international and national guidelines and laws regulate air traffic. The Airport Users Directive (See [http://www.fraport.de/cms/default/dokbin/421/421416.5\\_1\\_1\\_flughafenbenutzungsordnung\\_de\\_inte.pdf](http://www.fraport.de/cms/default/dokbin/421/421416.5_1_1_flughafenbenutzungsordnung_de_inte.pdf)). The EU "Rights of Passengers" (See [http://www.eu-info.de/static/common/files/view/1294/Amtsblatt\\_Fluggastrechte\\_04.pdf](http://www.eu-info.de/static/common/files/view/1294/Amtsblatt_Fluggastrechte_04.pdf)) are also applicable. Fundamental principles are also defined in extensive ICAO regulations governing air traffic and ground handling services (see <http://www.icao.int/>). The Air Security Act came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators and the airline companies (Article 8–9).

The satisfaction of our customers is a top priority in our Materiality Matrix. We are continually working on improving our tested service profile in order to retain and further enhance customer satisfaction. Specifically, we have decided to provide more comfort to more than 58 million passengers traveling through Frankfurt every year. The corresponding activities were bundled in the initiative "Great to have you here!". For more information see ["Product Quality and Customer Satisfaction"](#).

#### **Aspect „Marketing communications“:**

Fraport is committed to self-regulation on advertising when making promotional statements and complies with the regulations laid down by the German Advertising Council. Accordingly, Fraport avoids any form of discrimination, anticompetitive behavior and misrepresentation in the advertising material it publishes. Fraport takes particular account of the rules of conduct promulgated by the German Advertising Council for promotion with children and in front of them, and operates within the prevailing standards of convention, decency and morality.

#### **Aspect „Customer privacy“:**

The ongoing economic success of our company depends on the satisfaction of our customers and employees.

The security of procedures and workflows are key factors for this. Fraport has introduced an Integrated Management System to guarantee a process of continuous improvement for customer satisfaction. This serves as a platform for maintaining and developing a legally compliant and process-oriented organization and is intended to assist in implementing the vision and goals (value added, strong performance and sustainability) of our company. Fraport AG ranks among the leaders in the airport-management sector with an Integrated Management System certified by the German Technical Inspectorate (TÜV). This certificate confirms the quality of our services and the dependability and customer-centric approach of our company (see <http://www.fraport.com/en/the-fraport-group/corporate-compliance/management-systems.html>).

#### **Aspect „Compliance“:**

We include observing laws and internal rules under the term compliance. In 2011, we started to implement an integrated system for compliance management, risk management and the Internal Control System. The preventive character of the Values Management System successfully introduced in 2003 is supplemented by the more comprehensive Compliance Management System (CMS). The further development of the CMS is based on the new auditing standard promulgated by the Institute of German Auditors (Institut der Deutschen Wirtschaftsprüfer, IDW) PS 980, which defines the conditions for an appropriate framework document and provides the necessary fundamental elements.

Fraport pursues an integrative, risk-based approach in developing solutions for more in-depth links between the sub-systems Compliance Management, Risk Management, and Internal Control System. This approach is based on the internationally recognized COSO II Framework. For this purpose, we introduced a supporting IT Tool was introduced at Fraport AG in 2012. Networking of the individual subsystems in organizational terms will be guaranteed by the bodies Risk Management Committee and Compliance Board. The latter will formulate uniform specifications and will address concrete compliance incidents. The Compliance Board reports to the Executive Board which also regularly receives an overview of the material Group risks. The Executive Board uses this information to inform the Supervisory Board.

Since October 2012, the Central Unit Corporate Compliance, Values and Risk Management (CWR) has been responsible for development, setup, reporting and organization of routine operation of the Compliance Management System at Fraport AG. It reports at regular intervals through the Chief Executive Officer to the Executive Board and the Supervisory Board on issues relating to compliance, including information obtained from the whistleblower systems and details of compliance breaches dealt with by the CWR. The focus in 2013 was the more intense networking of local Compliance Officers within the different Fraport business areas and majority holdings. The Compliance Relevance Analysis is carried out on a rolling basis.

The Compliance Board supports the CWR management in structuring, operating and developing the CMS. It is the central body for networking technical and interface issues. The work of the CMS relates to dealing with important breaches of compliance.

#### **Aspect „Business continuity and emergency preparedness“:**

Fraport AG currently already has an emergency management system spanning all departments which was installed on the basis of the Operating Instructions for Emergencies (BA-NOT) and applies this for all emergency incidents. Each individual incident and the measures taken are documented. Apart from routine everyday business, winter services were a particular issue on the agenda last year. The crisis staff were also activated on this matter in our emergency center (ERIC – Emergency Response and Information Center). Stranded passengers were supported by SAT Team (Special Assistance Team) on standby. These were volunteer employees of Fraport AG who act as first-aid counselors and as a care team.

The emergency and crisis management comprises the following elements (see [http://www.fraport.com/en/our-expertise/aviation-services/SafetyandSecurity.html#\\_our-expertise\\_aviation-services\\_SafetyandSecurity\\_\\_content\\_\\_anchor\\_headline\\_0](http://www.fraport.com/en/our-expertise/aviation-services/SafetyandSecurity.html#_our-expertise_aviation-services_SafetyandSecurity__content__anchor_headline_0)):

- Emergency planning
- Crisis preparation
- Emergency Response and Information Center (ERIC)
- Emergency Information Center (NIZ)
- Special Assistance Team (SAT)
- Emergency exercises
- Airport Fire Brigade
- Airport safety
- Security Control Center
- Medical Services

The Fraport Group has a comprehensive Risk Management System. This ensures that material risks are identified, continuously monitored and delimited within the framework of the existing options available to an acceptable level.

The events which can impair the service quality at the airport include a breakdown of the Central Airport Information System (INFOplus) of the MACp access system. All the standard operating procedures intended to overcome any failure are defined in the Management Systems Manual of Fraport AG. A key element of these standard operating procedures is

the deployment of personnel.

#### **Aspect „Service quality“:**

The service quality is being increased by the following tools:

1. Fraport passenger survey (see **“Product Quality and Customer Satisfaction”**).

- Each month more than 2,400 passengers are asked about their satisfaction with Frankfurt Airport overall and about their satisfaction with individual criteria (e.g. waiting time at the security checks or friendliness of employees at the information desks). The survey is carried out at the gates and is linked with the frequent flyer survey “Fraport Monitor”.
- Analysis: In each case, an evaluation for global satisfaction and the individual aspects is carried out for the proportions of passengers (on a scale where 1 is best and 6 is worst) which selected one of the best assessment options (so-called “Top Box”). Example: The global satisfaction calculated on the basis of this method amounted overall to 80 percent in 2013, i.e. 80 out of 100 respondents gave a score of 1 or 2 to the item “How satisfied were you overall with Frankfurt Airport?”.

2. ASQ (Airport Service Quality) Survey

- ASQ is a passenger satisfaction study initiative by the international airports association ACI. Some 200 airports worldwide take part in this study. Passengers also have the option here assessing their overall satisfaction with the airport in the course of a survey in the gate area and with specific services at the airport. The survey is carried out in the form of a questionnaire.
- Analysis: The trend of an individual airport’s survey results are tracked over time and the relevant position of Frankfurt by comparison with comparable airports is also assessed.

We are also in continuous dialog with our business customers and partners. Our monthly customer advisory councils and quarterly taskforces meet with the airlines on a monthly or quarterly basis in an ongoing process of dialog within a structured schedule and framework. Additionally, numerous ad-hoc meetings take place to discuss specific subject areas. We also have a continual exchange of ideas with government agencies.

#### **Aspect „Provision of services or facilities for persons with special needs“:**

FraCareServices GmbH is a subsidiary company of Fraport AG and Deutsche Lufthansa AG which is based at Frankfurt Airport. FraCareServices GmbH offers services to people with restricted mobility and special needs pursuant to the provisions of the EU Directive (EC) 1107/2006. This service is the response by Fraport AG taking account of the EU Directive. Responsibility for providing assistance service at the airport has been transferred by the airline companies to the airport operators in order to ensure a uniform quality standard for the assistance service to passengers with special needs and restricted mobility. FraCareServices GmbH has more than 400 specially trained employees and looks after passengers requiring support in making their way to and from the aircraft (for more information see <http://www.fracareservices.com/english/>).

### ***PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement***

The key issue for air traffic above all others is safety. We want to retain the high standard of safety at Frankfurt Airport. A continuous review of all processes governing safety, training of personnel deployed and a safety management system enable us to make a significant contribution to safety. Increasingly advanced technologies and more and more personnel are being deployed to guarantee the security of passengers, baggage and cargo, as well as employees (see **“Safety”**).

### ***PR2 Incidents of non-compliance with regulations concerning health and safety impacts***

No incidents were recorded in 2013.

### ***AO9 Wildlife strikes***

See **“AO9 Number of wildlife strikes per 1,000 flight movements”**

## **PR3 Product and service information required by procedures**



Numerous international national guidelines and laws regulate air traffic. The Airport Users' Directive (See <http://www.fraport.de/content/fraport/de/misc/binaer/kompetenzen/business-services/allgemeines-e-b/flughafen-benutzungsordnung/jcr:content.file/flughafen-benutzungsordnung.pdf>) is also applicable. The EU "Rights of Passengers" are also applicable (See [http://www.eu-info.de/static/common/files/view/1294/Amtsblatt\\_Fluggastrechte\\_04.pdf](http://www.eu-info.de/static/common/files/view/1294/Amtsblatt_Fluggastrechte_04.pdf)). Fundamental principles are also defined in extensive ICAO regulations governing air traffic and ground handling services (for more information see <http://www.icao.int/>). The Air Security Act came into force in 2005 and regulates the checks carried out on air passengers and their baggage (Article 5). It also defines the security measures that have to be taken by airport operators and the airline companies (Article 8–9).

See also "Management Approach PR" and "Safety and Security in Air Traffic".

Fraport is a service provider company, the specified aspects are therefore of downstream relevance.



## **PR4 Incidents of non-compliance with regulations concerning product information and labeling**



No incidents were recorded for 2013.



## **PR5 Customer satisfaction**



We carry out monthly passenger satisfaction surveys. These are supplemented every quarter by comparative values from other airports, the "Airport Service Quality Index" (ASQ), an initiative of the Airport Council International (ACI).

See also "Product Quality and Customer Satisfaction".

Fraport also has a comprehensive feedback and complaints system so that our customers can tell us about their experiences. We are totally accessible to our customers. They can contact us by Facebook, Twitter, email, phone, letter, in person or using our feedback terminals. The aim is to ensure that every complaint is answered within the space of five days. In 2013, 4,171 complaints were received. This is about 100 complaints more than in the previous year. The increase in customer feedback messages overall is due to the spread of feedback channels such as the Airport App and recording feedback through the social media channels Facebook and Twitter. The complaints are dealt with by the relevant departments and provide ideas for improvements. We are also in continuous dialog with our business customers and partners. Our monthly customer advisory councils and quarterly task forces meet with the airlines on a monthly or quarterly basis in an ongoing process of dialog within a structured schedule and framework. Additionally, numerous ad-hoc meetings take place to discuss specific subject areas. We also have a continual exchange of ideas with government agencies.



## **PR6 Standards and voluntary codes related to marketing**



Fraport is committed to self-regulation on advertising when making promotional statements and complies with the regulations laid down by the German Advertising Council. Accordingly, Fraport avoids any form of discrimination, anticompetitive behavior and misrepresentation in the advertising material it publishes. Fraport takes particular account of the rules of conduct promulgated by the German Advertising Council for promotion with children and in front of them, and operates within the prevailing standards of convention, decency and morality.

Fraport does not sell any products whose sale is prohibited in specific markets.



## **PR7 Incidents of non-compliance with regulations concerning marketing communications**



Sanctions, fines or warnings on account of infringement of advertising standards were not applied during the year under review.



***PR8 Complaints regarding breaches of customer privacy*** 

Fraport did not record any substantiated complaints in 2013.



***PR9 Fines for non-compliance with laws and regulations concerning the provision and use of products and services*** 

No breaches are known at Fraport AG.



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## UN Global Compact Index

Fraport respects and supports the ten principles of the UN Global Compact. Fraport develops and implements measures to make them a reality and contributes to their recognition, even beyond the horizons of our company. This report is a progress report on the implementation of the ten principles of the UN Global Compact within corporate governance. The links below the individual principles relate to the sections in the report for 2013 “Connecting Sustainably” and in other publications where we provide information on our commitment to implementing the ten principles of the UN Global Compact.



You will find more information on the UN Global Compact [here](#).

### **Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights**



- HR3 Total hours of employee training concerning aspects of human rights
- HR8 Percentage of security personnel trained in the organization's policies
- HR9 Incidents of violations involving rights of indigenous people
- HR10 Operations that have been subject to human rights reviews
- HR11 Number of grievances related to human rights
- SO1 Operations with implemented local community engagement
- SO9 Operations with significant potential or actual negative impacts on local communities
- SO10 Prevention and mitigation measures implemented in operations

### **Principle 2: Make sure that they are not complicit in human rights abuses**



- HR1 Investment agreements that include clauses incorporating human rights concerns
- HR2 Suppliers that have undergone human rights screening

### ***Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining***



- HR5 Freedom of association and collective bargaining
- LA4 Employees covered by collective bargaining agreements
- LA5 Minimum notice period(s) regarding significant operational changes

### ***Principle 4: The elimination of all forms of forced and compulsory labour***



- HR7 Operations and measures to contribute to the elimination of all forms of forced or compulsory labor

### ***Principle 5: The effective abolition of child labour***



- HR6 Operations and measures to contribute to the effective abolition of child labor

### ***Principle 6: The elimination of discrimination in respect of employment and occupation***



- EC5 Range of ratios of standard entry level wage compared to local minimum wage
- EC7 Procedures for local hiring
- HR4 Incidents of discrimination and corrective actions taken
- LA1 Total workforce
- LA2 Employee turnover
- LA10 Average hours of training per employee
- LA12 Percentage of employees receiving regular performance and career development reviews
- LA13 Composition of employees
- LA14 Ratio of basic salary and remuneration of women to men
- LA15 Return to work after parental leave

### ***Principle 7: Businesses should support a precautionary approach to environmental challenges***



- EC2 Financial implications due to climate change
- EN1 Materials used
- EN3 Direct energy consumption
- EN8 Total water withdrawal
- EN16 Greenhouse gas emissions
- EN19 Emissions of ozone-depleting substances by weight
- EN20 NOx, SOx, and other significant air emissions
- EN26 Initiatives to mitigate environmental impacts
- EN30 Total environmental protection expenditures and investments

### ***Principle 8: Undertake initiatives to promote greater environmental responsibility***



- EN1 Materials used
- EN2 Recycled input materials
- EN3 Direct energy consumption
- EN4 Indirect energy consumption
- EN5 Energy saved
- EN6 Initiatives to provide energy-efficient or renewable energy based products
- EN7 Initiatives to reduce indirect energy consumption
- EN8 Total water withdrawal
- EN9 Water sources affected by withdrawal of water
- EN10 Percentage and total volume of water recycled and reused
- EN11 Location in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
- EN12 Impacts on biodiversity

- EN13 Habitats protected or restored
- EN14 Strategies for managing impacts on biodiversity
- EN15 Red List species and national conservation list species
- EN16 Greenhouse gas emissions
- EN17 Other relevant indirect greenhouse gas emissions
- EN18 Initiatives to reduce greenhouse gas emissions
- EN19 Emissions of ozone-depleting substances by weight
- EN20 NOx, SOx, and other significant air emissions
- EN21 Total water discharge
- EN22 Waste by type and disposal method
- EN23 Significant spills
- EN24 Waste deemed hazardous under the terms of the Basel Convention Annex
- EN25 Biodiversity value of discharges of water and runoff
- EN26 Initiatives to mitigate environmental impacts
- EN27 Packaging materials
- EN28 Fines and sanctions for non-compliance with environmental laws and regulations
- EN29 Environmental impacts of transporting
- EN30 Total environmental protection expenditures and investments

***Principle 9: Encourage the development and diffusion of environmentally friendly technologies***



- EN6 Initiatives to provide energy-efficient or renewable energy based products
- EN7 Initiatives to reduce indirect energy consumption
- EN18 Initiatives to reduce greenhouse gas emissions
- EN26 Initiatives to mitigate environmental impacts
- EN30 Total environmental protection expenditures and investments

***Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery***



- SO2 Percentage and total number of business units analyzed for risks related to corruption
- SO3 Percentage of employees trained in anti-corruption policies and procedures
- SO4 Actions taken in response to incidents of corruption
- SO5 Public policy positions and lobbying

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## Indexes, Awards and Memberships

Fraport is listed in the most important sustainability indexes. It is a member of various relevant community initiatives and has been granted various awards for sustainable corporate governance.

### Airport Carbon Accreditation



#### ACI Europe Certificate

In September 2009, Fraport AG was the first airport operator to receive accreditation under "[Airport Carbon Accreditation](#)" (ACA). ACA is a concept for presentation and management of the climate-gas emissions at European airports. It was developed on behalf of the airport association ACI Europe in 2008. In early 2012, Fraport achieved Level 3 („Optimization“). Level 3 was confirmed at the beginning of 2013. Antalya Airport (AYT) was accredited at Level 1 in 2010. In 2011, it reached Level 2

by carrying out the measures defined in the so-called Carbon Management Plan and in years 2012 and 2013 the airport implemented its stakeholder agreement and expanded its activities to Scope 3 of the Greenhouse Gas Protocol enabling it to reach Level 3.

### berufundfamilie Audit



#### Under the patronage of the Federal Ministry for Family Affairs and Federal Ministry of Economics and Technology

This career and family audit is a strategic marketing tool that supports employers in their endeavor to reconcile corporate objectives with the interests of the workforce. It is recommended by the leading German trade associations BDA, BDI, DIHK and ZDH and is sponsored by the German Federal Minister for Family Affairs and the German Federal Minister of Economics.

berufundfamilie GmbH has been offering the audit since 1999, during which time it has already evolved into a stamp of quality for family consciousness in German industry. The audit shows: Human resources policies that consciously take family issues into account are economical because they save more than they cost.

Whether in large and small enterprises, manufacturing companies and service providers, public institutions or non-profit

organizations: the audit makes it possible to develop tailor-made, practical solutions from which management and employees profit in equal measure.

In 2013 the Fraport AG were once again granted the certificate for good results achieved in our activities to better integrate work and family life. The certificate awarded by the non-profit Hertie Foundation is based on a catalog of targets between the berufundfamilie GmbH and Fraport. The certificate is valid for three years.

### **Best on-time Performance Award**



In June 2012 the prestigious holiday airline Condor gave the "Best On-Time Performance Award" to our Ground Services (BVD) and our Frankfurt Passenger Services GmbH (FPS). Award criterion is the take-off punctuality, taking into account all global long-haul destinations.

### **BME (German Association of Materials Management, Purchasing and Logistics)**



In 2009, we signed the Business Conduct Rules of the biggest European purchasing association, the German Association of Materials Management, Purchasing and Logistics in order to firmly establish human rights in our

investment and procurement practices. The guideline is based on the principles of the UN Global Compact and includes fundamental anti-corruption rules, antitrust agreements, rules on child labor and forced labor, and [compliance](#) with human rights, environmental protection and health promotion, and fair working conditions. The companies signing the agreement have also made a commitment to promoting compliance with the "Business Conduct Rules" with their suppliers with the aim of achieving the best possible effectiveness.

### **Business Destinations Travel Awards 2013**



The British travel magazine Business Destinations has recognized Frankfurt Airport as Europe's best airport for business travelers. The excellent connections to top business regions and the high quality of service for passengers came in for particular praise by the jury. Business travelers in particular appreciate the quick and efficient ways to change planes and the possibility to use the airport as a venue for conferences and business meetings.

This award confirms once more the good reputation of Germany's largest hub as an efficient and service-oriented airport, thus underscoring the success of our "Great to have you here!" service program.

### **Business Traveller Award Poland 2013**



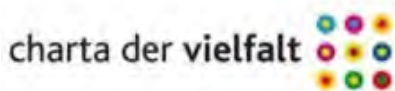


In 2013, Frankfurt Airport was honored as “Best Airport in Europe” by Business Traveller Poland Magazine. The magazine surveyed business travelers and travel managers of Polish companies about their travel experience and asked them to vote for the best service providers in various categories.

For years, Fraport has been investing in service enhancements at FRA. Examples include free Wi-Fi, waiting areas with a lounge atmosphere or

Fast Lanes at the security checkpoints. These initiatives are now paying off, as this recognition from the neighboring country of Poland shows.

## Charta der Vielfalt



*Under the patronage of the German chancellor Angela Merkel*

Fraport signed the Charta der Vielfalt (“[Charter of Diversity](#)”) in 2007. Equal opportunities, diversity, and the reconciliation of work and family are the main parts of our employment policy.

The initiative is to improve the recognition, appreciation and inclusion of diversity within the corporate culture.

## Climate Disclosure Leadership Index



Fraport has been taking part in the [Carbon Disclosure Project](#) (CDP) since 2006. This is the leading climate reporting initiative in the finance industry worldwide, which analyzes companies and their strategies for climate change and CO2 reporting. In 2010 Fraport was listed for the first time in the Carbon Disclosure Leadership Index (CDLI), then comprising 30 top-scoring companies. Since then, our membership has been confirmed every year. In 2013, the

index was renamed to Climate Disclosure Leadership Index (CDLI DACH), now comprising 36 companies from Switzerland, Austria and Germany (DAX, MDAX, ATX, SMI). Fraport improved by 8 points from 89 to 100 compared to the previous year. Deutsche Post AG, Österreichische Post AG and Fraport AG are the only companies from the transportation sector included in the CDLI.

## Deutsche Gesellschaft für Nachhaltiges Bauen e.V.



Fraport AG's new Corporate Headquarters was built according to the standards of the [Deutsche Gesellschaft für Nachhaltiges Bauen](#) (DGNB, German Sustainable Building Council) and received DGNB's gold certificate in 2013. The building, completed in spring 2013 at “Tor 3” (Entrance gate 3) of Frankfurt Airport, meets the demanding quality criteria of the certification body for sustainable building. The DGNB

“gold class” certification is awarded if at least 80 per cent of the quality criteria are met, as defined by the complex certification system.

## Dow Jones Sustainability World Index (DJSI World)



The [Dow Jones Sustainability Indexes](#) (DJSI) are a family of stock market indexes. Apart from financial aspects, they also evaluate companies in terms of ecological and social criteria. The Dow Jones Sustainability World Index (DJSI World) lists the leading 10% of the world's largest 2,500 companies from the Dow Jones Global Total Stock Market Index based on

their sustainability performance. Fraport AG has been listed on this index since 2007. In 2013, Fraport was also once again listed on the DJSI Europe, where the company was listed for the last time in 2009. The DJSI Europe covers the leading 20 percent of the largest 600 European companies from the S&P Global Broad Market Index.

## eCarTec



*munich expo Veranstaltungen GmbH*

In 2009, Fraport AG received the eCarTec Award for its “e-Fuhrpark 2015+” (“e-vehicle fleet 2015+”) concept. The title was awarded at the occasion of the Munich International Trade Fair for Electric and Hybrid Mobility in 2009 in the Sustainable Mobility Concepts category. This award recognized Fraport AG’s future concept in the area of electric mobility and also the efforts it has made in the past in order to test innovative vehicle technology

under the special conditions at the airport and to implement it in normal operation.

## EMAS



*European Union/Chamber of Commerce and Industry*

In 1999, Fraport AG’s Environmental Management System was set up at Frankfurt Airport in accordance with the EMAS standards on environmental management and environmental audit (Regulation (EC), No. 761/2001). In 2011, Fraport successfully passed the revalidation according to [EMAS](#) (Eco Management and Audit Scheme) and has also successfully completed the 2012 and 2013 monitoring audits.

Since 2002 Fraport AG has also been certified according to the internationally applicable [ISO 14001](#) Standard. Also the environmentally relevant Group companies Energy Air GmbH, N\*ICE Aircraft Services & Support GmbH and Fraport Cargo Services GmbH are certified according to ISO 14001; outside Frankfurt the same applies to the Group airports in Lima and Antalya (terminal operation).

## Ethibel EXCELLENCE Investment Register



Fraport has been selected for inclusion in the Ethibel EXCELLENCE Investment Register since December 2013. This selection by [Forum ETHIBEL](#) indicates that the company performs better than average in its sector in terms of Corporate Social Responsibility (CSR).

## Fair Company



*Initiative by the jobs and business magazine “Karriere”*

Fraport has been awarded the “Fair Company” quality seal for over eight years. With this initiative, the jobs and business magazine “Karriere” honors companies that speak out against the exploitation of the so-called internship generation (generation of perpetual trainees) and act accordingly. The company loses the seal if it violates one of the five guidelines defined.



## FTSE4Good



The **FTSE4Good** is an index published by the Financial Times and the London Stock Exchange (FTSE) every six months. Companies are listed in the FTSE4Good Index if they perform above average in the fields of human rights, social standards and environmental protection, and continuously improve their performance. Fraport AG has been listed in the FTSE4Good since 2006.

## German Advancement Award for Youth Employment



In January 2006, Fraport AG received an award within the scope of the “Jugend in Arbeit” competition in the state of Hesse; this is a German sponsorship award for promoting young people in the working environment. This award, that entailed a prize money of 50,000 euros, was preceded by a statewide competition for which 83 concepts came in from all parts of the German state of Hesse.

Joint organizers of this German Award, introduced in 2005, were the German Minister for Labor and Social Affairs and the Federal Employment Agency. It rewards projects for the vocational integration of young people. Such projects have been successfully implemented at Frankfurt Airport in the context of the “Mobile Youth” program for 15 years. Fraport also qualified as regional prizewinner for the nationwide competition and was able to rank as fifth best employer among 1,500 participating projects. The award was presented to the then Head of Human Resources, Michael Müller, and to Program Head Karlheinz Reinhardt by the then Federal Minister of Labor, Mr. Franz Münterfering in Berlin in May 2006.

## Hessian Charter on Compatibility of Career and Caregiving Activities



In 2013, Fraport signed the Hessian Charter on Compatibility of Career and Caregiving Activities.

Demographic changes are characteristic for the employment situation in Germany. More and more people have to provide care for relatives alongside their job commitments.

Signatories of this charter aim at supporting their workforce when assuming responsibility for family members in need of

special care.

## ISAGO



In 2013, the International Air Transport Association (IATA) awarded the **ISAGO Certificate** to Fraport AG for the second time. The ISAGO certificate – IATA Safety Audit for Ground Operations – defines uniform safety and quality standards for ground handling services for the first time ever and is an internationally recognized system for assessing ground services providers. The objective of ISAGO is to improve safety on the ground and reduce the risk of accidents and injury. Fraport's current ISAGO certificate is valid until October 2014.



## ISO 9001/ISO 14001/OHSAS 18001



*International Organization for Standardization/TÜV NORD CERT GmbH*

Fraport AG has implemented a group certification system according to ISO 9001 – comprising the Fraport parent company, 16 subsidiaries and investments as well as companies with contractual ties to Fraport. In 2013, the recertification of the certification network of Fraport AG took place. The surveillance audit 2013 for the certification period 2013-2015 was conducted within the certification period and has been successfully

completed.

The quality management system of Fraport AG was set up in 1994 in accordance with the international standard ISO 9001 and certified for the first time in 1997. Since 2000, the certification network has been continually expanded. Individual Group companies have also been certified in accordance with [ISO 14001](#) (environment) and [OHSAS 18001](#) (occupational health and safety) by TÜV NORD CERT GmbH (German Technical Inspectorate).

## Lighthouse Electromobility



By means of the “Electromobility Lighthouse” title, the German Federal Government honors Fraport AG’s efforts to improve sustainability and to reduce emissions at Frankfurt Airport. Vehicles with conventional diesel engines have already been gradually replaced by electrical drives in the course of the previous years. This results in fewer emissions, less CO2 and cleaner air transport. This initiative was awarded the lighthouse project title by the German Federal Government. Being selected for a lighthouse project within these Lighthouses can be deemed a “quality label” for particularly important innovations that contribute to the

technological progress or cost reductions in the area of electromobility.

Frankfurt Airport is a leader among German airports in introducing electromobility. All activities resulting in more electromobility at the airport are carried out under the umbrella of E-PORT ON. Partners of the project are the State of Hesse, Lufthansa AG, Fraport AG and the Rhine/Main Model Region.

More information at [www.e-port-an.de](http://www.e-port-an.de)

## Modell region electromobility



Fraport tests alternative mobility concepts for their practical application in avoiding CO2 emissions at Frankfurt Airport. One project relates to electric drives and is sponsored by the Federal Ministry for Transport and Digital Infrastructure (BMVI). By the year 2015, up to 40 electric vehicles will have been tested in operation at the airport, including special-purpose vehicles for aircraft handling, and minibuses and cars. The Frankfurt/Rhine-Main Region is being funded by the BMVBS within the federal program “Electromobility in Model Regions”. The Model Regions Electromobility are being coordinated by NOW GmbH National Organisation Hydrogen and Fuel Cell Technology.

Fraport is also a member of the [Hessian Alliance Electromobility](#).



## Move Europe-Partner Excellence



Thanks to Fraport's special commitment in the area of company health management, in 2012 the Federal Association of Company Health Insurers awarded the "Move Europe-Partner Excellence" certificate this company.

Every year, this German Association organizes the "German Corporate Health Award". This award goes to companies and organizations with outstanding achievements in promoting employee health; these are companies that do not only direct their activities to individual practices but

also successfully implement measures aiming at optimizing the corporate context and consider in-house health management as a vital element of their corporate strategy.

## oekom research



In 2013, the rating agency [oekom research](#) once again awarded the "Prime Status" to Fraport AG. The Prime Status is awarded to those companies which according to the oekom Corporate Rating "Social and Environmental Performance" are among the leaders in their industry and which meet industry-specific minimum requirements.

## Online Survey "Praktikantenspiegel 2014"

In early December 2013 Fraport AG was awarded the "Star Enterprise" title by the "Praktikantenspiegel" survey.

The "Praktikantenspiegel" ("Interns Mirror") determines the attractiveness of individual companies as employers and provides an overall impression of the two aspects "employer attractiveness" and "brand image".

On the one hand, employer attractiveness is evaluated on the basis of the experiences the interns have had with the enterprises. On the other hand, brand image relates to how an enterprise is perceived from outside.

Only interns are interviewed in this survey making sure that the indicators of the companies under scrutiny are authentic



and relevant.

The study has been conducted since 2010 as an annual online survey with more than 7,000 participating interns. It was co-founded by CLEVIS, a leading human resource consulting company in the German-speaking area, and by the online job resource ABSOLVENTA. As shown by the study, the high employer attractiveness experienced by the interns confirms the positive brand image of a Star classification.

## Personal Accident Scheme Hesse (Unfallkasse Hessen)



In 2013/2014, at a ceremony, the Accident Insurance Company UKH (Unfallkasse Hessen) presented sponsorship and recognition awards to member companies that had taken exemplary measures for occupational health and safety promotion for the fourth time. UKH grants these sponsorship awards every two years to companies with a positive, hands-on and innovative approach to accident prevention. Fraport AG was honored as one of the award winners for the continued development of prevention measures and safety standards. In particular, the “Mobile

Fitness” training component – a bus equipped with training possibilities for the trunk and back muscles – was awarded a prize money of 2,000 euros. The “Mobile Fitness” bus was introduced as part of the health management in the context of the “Think of me. Your back” campaign launched by the German Statutory Accident Insurance Association (DGUV).

## RobecoSAM Sustainability Yearbook



The Yearbook published by RobecoSAM and KPMG is regarded as the world’s most informative and comprehensive publication on sustainability trends and the sustainability performance of selected companies. Of the 3,000 biggest companies (based on the Dow Jones Global Total Stock Market Index) the best 15% of each sector are included in the Yearbook. Amongst those, only the top-performing companies are honored with the RobecoSAM Gold, Silver or Bronze Award. Fraport AG was included in the Yearbook for the first time in 2008 and then achieved the Bronze Class

award in 2013. In 2014, Fraport was again selected for inclusion in the Sustainability Yearbook. Fraport AG is listed in the Transportation and Transportation Infrastructure sector.

## Service-Champion Award



“Service Champions“, Germany’s largest customer satisfaction survey, is based on nearly one million customer evaluations made by more than 1,000 companies representing some 100 industries. The ranking is conducted in cooperation with the market research company ServiceValue, the Goethe University of Frankfurt and the “Die Welt” newspaper.

Based on the results of a current study Germany’s biggest airport is now among the “service champions” and has achieved the Service Champion Gold honor. According to the opinion of aircraft passengers using this hub, handling more than nine million passengers a year, Frankfurt Airport has thus climbed up to position 2 in terms of service experience. Fraport launched the “Great to have you here!” quality service program several years ago. The program features a myriad of improvements that make departures and transfers at Frankfurt Airport faster and more comfortable.

## Skytrax – World’s Most Improved Airport





Skytrax, an independent and renowned aviation market research institute, has honored Frankfurt Airport (FRA) with its "World's Most Improved Airport" award, thus underpinning the success of our "Great to have you here!" service program. Each year, Skytrax asks more than twelve million passengers from around 160 countries to comment on service standards of almost 400 airports around the world. On the basis of the survey's results, the most important international hubs are evaluated and presented with the prestigious World Airport Awards, which also cover categories other than

service quality.

## STOXX Global ESG Leaders Index



In 2013 Fraport AG was accepted once again to the [STOXX Global ESG Leaders Index](#). A precondition for being added is that the company concerned is listed in the STOXX Global 1800 Index and has been verified in terms of environmental, social and governance data. This verification is carried out by the index provider STOXX jointly with the rating agency Sustainalytics specialized in the analysis of sustainability performance of companies.

## Success Factor Family



*German Federal Ministry of Family, Seniors, Women and Youth*

Fraport AG was recognized on May 29, 2008 at the awards ceremony of the business competition "Erfolgsfaktor Familie 2008" ("Success Factor Family 2008") as overall winner in the "large-scale enterprise" category in Berlin. The former German Federal Minister of Family Affairs, Senior Citizens, Women and Youth, Ursula von der Leyen, recognized Fraport for corporate policies with an exemplary family orientation.

"The winners are trendsetters in modern human resources policy and are setting new standards for the whole German business sector", emphasized von der Leyen. "With this competition, we are making its success stories public and create role models according to which other enterprises in Germany should orientate themselves."

## Trainee Quality Seal



Fraport AG's trainee program was awarded the "2011 Trainee Program Quality Seal" by Absolventa GmbH on December 7, 2011. This makes Fraport AG one of the companies that have proved to offer career-enhancing and fair trainee programs.

Absolventa is a job exchange for doctoral students and does not only provide job offers but also career assistance. This includes a career guide containing information about all career-relevant topics as well as a comprehensive job fair calendar with details about various job and career

fairs. In addition, the non-profit association Absolventa e.V. awards the annual "Democratic Scholarship", in which every student from Germany, Austria and Switzerland may take part.

## Transparency International Deutsches Chapter e.V.



Since 2002, Fraport has been a member of the German Chapter of Transparency International.



Trendence is Europe's leading research institute for employer branding, personnel marketing and recruiting. Every year, more than 530,000 graduates, school leavers and young professionals take part in surveys on their carrier ambitions and employers choice.

We have been among the top employers in Germany and Europe for many years. In the 2014 ranking of 100 top employers we obtained the following positions: Business edition: position 43, engineering edition: position 53, IT

edition: position 52.

We are among the Top 500 in the 2012 Europe-wide Top Employers Ranking List. We reached rank 214 in the Business edition, and in the engineering IT edition our rank was 231.

The 2013 study "Trendence Graduate Barometer" showing the 100 most attractive employers of German school students mentions us on position 51.

In the 2013 Young Professionals Barometer we were able to obtain position 86.

## UN Global Compact, OECD, ILO



In the context of a responsible corporate governance at all our Group's locations, Fraport AG is committed to complying with the most important internationally recognized codes of conduct: the UN Global Compact principles (since 2007), the OECD Guidelines and the ILO Labor Standards.

## Universum Student Survey



For the last couple of years Fraport AG has been one of the top 100 employers in Germany in the annual student surveys of the Universum research institute.

Universum consults educated junior talents in more than 1,500 universities all over the world as to their career plans and employer preferences, thus offering a valuable means of information for graduates and young professionals. In Germany alone every year more than 20,000 students

take part in the annual surveys which are divided into four categories: Business, Engineering, IT and Natural Sciences.

In the latest survey Fraport AG has been able to improve in the IT and Engineering categories and now occupies the following ranking: IT Category: Rank 75, engineering category: Rank 37, business category: Rank 41, Natural Sciencies category: Rank 55.

You will find all the awards between 2000 and 2012 [here](#).

You are here: Principles of Reporting

## Principles of Reporting

Our Sustainability Report 2013 is intended to provide our stakeholders and any interested members of the public with information about the activities, progress and targets in the area of sustainable development within the Fraport Group. This is now our tenth report and it is the second time we will be publishing it as an online report. The report is complemented by a [Brief Report](#) which presents a summarized selection of our commitment to sustainability.

### Report contents and stakeholders



The selection of the content in this report is based on regular communication and exchange of ideas with our stakeholder groups and on our sustainability program. In 2010, we carried out a comprehensive Materiality Analysis for the first time. We defined important areas of action for Fraport within this framework and positioned these areas in a [Materiality Matrix](#) on the basis of their relevance for stakeholders and the company. In 2013, we updated this instrument for the second time while at the same time reviewing and adjusting the areas of action. Fraport set targets for all areas of action of the Materiality Matrix in its [Sustainability Program](#) and defined measures for achieving the targets. This report describes their effectiveness.

### Alignment of reporting



Our Sustainability Report 2013 complies with the guidelines of the [Global Reporting Initiative \(GRI\)](#) in version G 3.1. The Airport Operators Sector Supplement dealing specifically with airport operators was taken into account. Compliance with the GRI indicators is presented in the [GRI Index](#). The report meets the requirements for "Application Level A+" and therefore fulfills the highest level of the GRI guidelines.

Fraport respects and supports the ten principles of the [UN Global Compact](#). We develop and implement measures to make them a reality and contribute to recognition of the principles, even beyond the horizons of our company. This report is our progress report on the implementation of the ten principles of the UN Global Compact within corporate governance.

### Publication cycle and reporting period



Our sustainability report is published annually in German and English. It covers the reporting period from 1 January to 31 December of the relevant year. The editorial deadline for this 2013 report was 31 March 2014. The last report was published on 15 May 2013.

### Scope of reporting



The information in the Sustainability Report covers the following areas

- all activities, products and services,
- all companies that we included in the Group of consolidated companies in accordance with the applicable rules for purposes of financial reporting on the relevant balance sheet date and as the case may be those that have significant environmental impacts within this framework (see information on data surveying).

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

Frankfurt Airport is by far Fraport's largest site and it forms the main focus of our reporting.

### Cautionary note regarding forward-looking statements



If this report contains statements of future forecasts or expectations, they are based on a series of assumptions about future events and are subject to unknown risks and uncertainties, and other factors, including many outside the sphere of influence of Fraport. These may result in the actual events differing significantly from the forecasts and statements made here in the report.

## **Data collection**



The financial figures in this report correspond with the data provided in the [Annual Report 2013](#). Fraport AG prepared the consolidated financial statements for the accounting period ending 31 December 2013 in accordance with the standards published by the [International Accounting Standards Board \(IASB\)](#).

The financial, personnel and environmental indicators at Group level are determined using an SAP-based application. The same method of calculation is used for all these data. Details of any different survey methods are indicated in individual cases.

The circle of consolidated Group companies is reconciled to the financial data for purposes of determining the Group personnel indicators. Accordingly, we include the Fraport parent company and all the affiliated companies in full, and joint venture companies are included on a proportionate basis. Minority-owned subsidiaries are not included in the Group personnel data. The environmental data for the Group are collected for the Fraport parent company, the fully consolidated subsidiaries exerting material environmental effects at the Frankfurt site (2009 to 2012: N\*ICE and FCS; from 2013: N\*ICE, FCS, GCS, ACS) and major Group airports (2009 to 2013: Varna, Burgas, Lima, Antalya). The data for the circle of consolidated companies deviating from this between the years 2009 to 2012 were not adjusted retrospectively.

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

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

## **Editorial comments**



When we refer to the Fraport AG parent company with its registered office at Frankfurt Airport, we make this clear as appropriate. We use the term Fraport synonymously with the designations Fraport AG and the Fraport Group.



## Statement GRI Application Level Check

GRI hereby states that **Fraport AG** has presented its report "Connecting Sustainably - Report 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

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

Amsterdam, 27 March 2014

A handwritten signature in dark ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir  
Director Services  
Global Reporting Initiative



The "+" has been added to this Application Level because Fraport AG has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

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### **Fraport AG**

Frankfurt Airport Services Worldwide

Executive Board:

Dr. Stefan Schulte (Chairman)

Anke Giesen

Michael Müller

Peter Schmitz

Dr. Matthias Zieschang

Registered office:

Frankfurt am Main

Local Court Frankfurt am Main

HRB 7042

VAT number:

DE 114150623

Tel.: +49 69 690-0

E-Mail: [info@fraport.de](mailto:info@fraport.de)

### **Contact**

Nicole Scheer

Senior Executive Manager Sustainability Strategy and Reporting

Tel.: +49 69 690-20429

Fax: +49 69 690-49520429

Email: [n.scheer@fraport.de](mailto:n.scheer@fraport.de)

General questions on sustainability:

Email: [nachhaltigkeitsmanagement@fraport.de](mailto:nachhaltigkeitsmanagement@fraport.de)

### **Specialist consultation, design, layout and implementation**

Stakeholder Reporting GmbH, Hamburg

### **English translation**

Tristram Carrington-Windo, Oxford, England

### **Photography**

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Olaf Becker, becker lacour GbR, Frankfurt am Main

Sabine Eder, Fraport AG

Andreas Meinhardt, Fraport AG

Stefan Rebscher, Fraport AG

Frank Seifert

Fotoarchiv, Fraport AG

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