



# **8.0**

## **Management Systems – Basic principles of Fraport AG**

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## **8.0 Management Systems – Basic principles of Fraport AG**

Management Systems serve the upkeep and further development of a process oriented organization. They hereby refer to corporate goals as well as fundamental requirements such as legal and international standards.

The Management System Documentation (MSD) 8.0 contains a fundamental description of a Management System. It includes rules and guidelines that must be noted for the implementation, structure and development of Management Systems. The minimum requirements for the subject quality, health & safety and environmental management will be specified and supplemented in the respective documentation, where necessary.

The Management System Documentation 8.0 and the regulations it sets out constitute binding instructions. The participating companies<sup>1</sup> shall adopt these rules independently.

Dr. Matthias Zieschang  
Chief Financial Officer

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<sup>1</sup> see MSU 8.0.5.6 List of companies within the certification group according to ISO 9001

# 1. Management Systems and their processes

## 1.1 Basic principles

Management Systems (MS) provide methods and tools, through which the management can formulate, manage, and monitor its objectives. Through this, the operational processes become more transparent and therefore the efficiency and effectiveness of these processes can be continuously improved.

The mapping of the company's ideal processes in the Management System lead to the clear allocation of responsibilities. Therefore, the necessary operational structures shall be formulated and reflected according to the organizational structure.

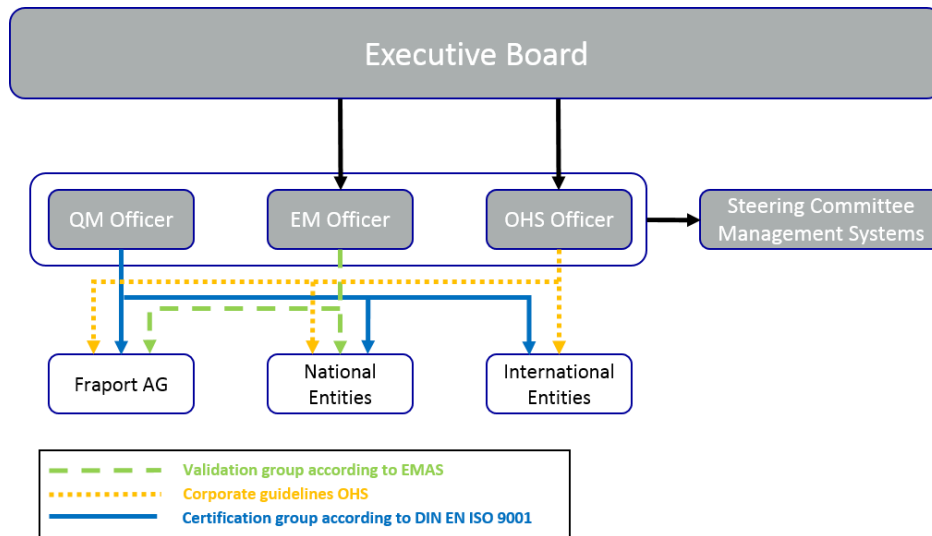
Through the implementation of corresponding internal audits, the continual monitoring of the company processes is ensured.

Management Systems focus on essential processes. These processes should be known, described, measured with Key Performance Indicators (KPI), managed and monitored to initiate an evaluation and/or actions. It should be noted, that many company's essential processes are strongly interrelated. Therefore, they cannot be considered in isolation, rather the interaction between the processes shall be taken into account to monitor and to steer/guide them optimally. In addition, the required entries and the expected results of the company processes should be determined, appropriate resources should be made available and the responsibilities and authorities for these processes should be allocated. The transparency achieved through this is the basis for further process analysis and improvements. Each participating company and the relevant Fraport departments shall ensure this.

Regardless of the respective and currently applicable national and international legal standards, the minimum standards for the design and development of Management Systems are currently:

- DIN EN ISO 9001 for Quality Management
- BS OHSAS 18001 for Occupational Health & Safety Management
- DIN EN ISO 14001 or respectively EMAS for Environmental Management
- DIN EN ISO 50001 for Energy Management
- DIN EN ISO 19011 for the implementation of internal audits

The Management Systems are organized as follows:



## 2. Context of the organization

### 2.1 Understanding the organization and its context

By the context of the organization, it is to be understood as the economic framework, culture of organization, socio-economic and ecological conditions and other internal and external influences. This strategic approach underlines the direction and positioning of the company on the market and in society.

Participating companies shall determine external and internal issues, which have strategic importance and have impacts on the ability to achieve the intended goals. Therefore, information shall be obtained and monitored. The external context focuses on analyzing and understanding the environment and the market. In the following a selection of possibilities.

Examples for external issues are:

- Image of the company, position in society
- Legal framework
- Socio-economic conditions
- Ecological conditions
- Environmental conditions (market and competition).

The internal context focuses on analyzing and understanding the own organization.

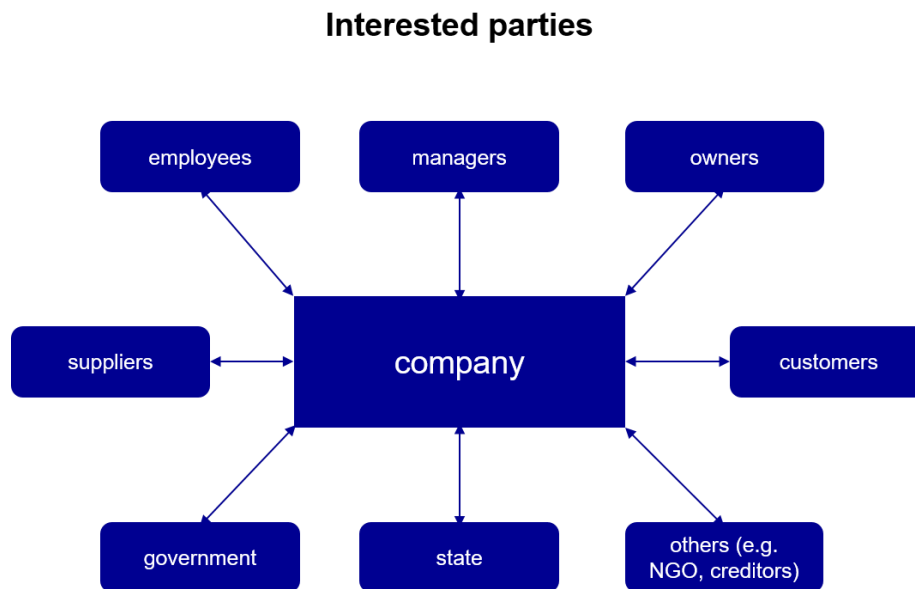
Examples for internal issues are:

- Infrastructure
- The state of the art and technology
- Age structure of the workforce
- Training level of the employees
- Organizational culture.

These analyzed issues will affect the corporate policy, strategy, objectives and if necessary process, descriptions.

## 2.2 Understanding the needs of interested parties

The participating companies shall be in a constant communication with their internal and external interested parties so that they better determine and evaluate their expectations and requirements to adjust to the relevant processes.



Each participating company is obliged to identify the interested parties that are relevant for their company. Afterwards, the expectations of the interested parties and their influence on the target achievement shall be determined to derive the appropriate action for the management system. The expectations of the interested parties shall be checked and evaluated.

## 2.3 Scope of the Management Systems

The scope of the MSD 8.0 comprises the Fraport AG and all companies, which have joined the Quality Management System network and the EMAS-network. All system-specific amendments and adjustments formulated to specifications agreed upon in this document, in terms of occupational, health & safety and environmental management are to be found in the corresponding documentations of the system. Each participating company shall define the scope for themselves. Attention: Certain requirements cannot be excluded without justification anymore. There is a possibility to explain the exclusion of the requirements as “not being applicable” if they do not have any importance and the non-observance of the requirements will not bring any disadvantages for the company.



## 3. Leadership

### 3.1 Leadership and commitment

The condition for a purposeful and sustainable leadership of the company is the knowledge of the relevant legal and other requirements as well as an internal organization, which fulfils these requirements in line with delegation and control. A visible expression of that organization is a consistent operational and organizational structure as well as the assignment of tasks, competences, resources and responsibility. The participating companies commit themselves not only to prevent negative environmental impacts, rather also to save the environment as far as possible, e.g. liability claims because of organizational fault can be avoided.

#### 3.1.1 Delegation of obligations of the Business Operator

The fulfillment of delegated tasks that arise from the fundamental obligations of the operator of the business shall be organized and documented within the company. Delegation comprises selecting appropriate employees, instructing them in the task in question, and supervising them. Delegation starts with the executive management that bears the overall responsibility, and passes along the different management levels to the employee performing the work. Along with the tasks and obligations delegated, the competences (especially rights, means and resources) that are required in each case shall also be transferred to the employee. The tasks and obligations shall be appropriate to the competences required and vice versa. The scope of the tasks, as well as the responsibilities and competences, are organized and documented in guidelines, job descriptions and process-, procedural- and/or work instructions.

### 3.2 Policy and objectives

The policy as well as the objectives of the Management Systems are based on the current corporate objectives that are published in the mission statement of Fraport AG. This mission statement applies to all majority holdings > 50%. Through this, the individually derived policy and objectives for each Management System and the respective corporate purpose of each majority holding shall be defined. Minority holdings can adopt this corporate purpose but can also establish their own policy and objective autonomously. These policies and objectives should not contradict the policy and objectives of the certification group. The areas of the analysis of external and internal issues and the interested parties are to take into account. The planning shall be documented. These objectives shall be mediated and, where required, updated and monitored.

The objectives of the Management Systems include among other things:

- Transparency of ideal processes
- Improvement of the performance across processes
- Maintaining legal compliance by conforming to relevant legal requirements
- The unambiguous clarification of interfaces
- The resolution of contradictions and conflict of objectives (within the MS)
- The faster adaption to customer requirements
- The reduction of audit efforts.

### 3.3 Organizational roles and responsibilities

The duties of the **management** within the framework of the Management Systems essentially are:

- The determination of the policy of the individual MS as well as their communication and information to the employees and to external interested parties
- The definition of the annual objectives, determination of the actions and monitoring of the target achievement in consideration of the opportunities and risks
- The provision of adequate resources so that the MS can be maintained and further developed
- The testing and evaluation of the adequacy and effectiveness of the MS in the course of the management review
- The determination, definition, delegation and monitoring of tasks, responsibilities and competences and their documentation
- The support of the Management Officer by providing sufficient and necessary resources.

Each process is managed by a process owner (PO). Process responsibility can extend to several different functional areas of responsibility. The process owners are responsible for the planning and implementation of a total- or sub-process.

The duties of the **process owners** are:

- Establishing the necessary transparency in the respective processes where responsible
- The division of employees and the supply of necessary resources
- The monitoring of processes and the responsibility for the forwarding of information to upstream and downstream processes
- Evaluating the performance of the process based on Key Performance Indicators. The results of the evaluation lead to actions for process improvement.

The roles, duties and responsibilities within the Management Systems are determined. System-specific deviations are regulated in the relevant documentation.

## 4. Planning

### 4.1 Actions to address opportunities and risks

Managing risks and opportunities is a decision for a positive future and means to recognize something which may affect us **tomorrow, today**. The objective is to use the opportunities and to control the related risks with appropriate actions in accordance of the corporate goals and strategy.

The most important objective is the **systematic prevention** of cases of damage and the **systematic use** of opportunities by setting targeted activities.

Each participating company shall define and evaluate its opportunities and risks for the respective Management System that can have a positive or negative effect on the corporate goals and shall define and document appropriate actions.

Opportunities and risks can be:

Opportunities	Risks
<p style="text-align: center;"><b>Cost reduction</b></p> <ul style="list-style-type: none"> <li>• Transparency of costs</li> <li>• Reduction of personnel costs</li> </ul>	<p style="text-align: center;"><b>Cost increase</b></p> <ul style="list-style-type: none"> <li>• Especially at the level of transaction costs</li> </ul>
<p style="text-align: center;"><b>Performance and quality optimization</b></p> <ul style="list-style-type: none"> <li>• Increase of flexibility</li> <li>• Increase of efficiency</li> <li>• Development of new Know-how through the competence of the service provider</li> </ul>	<p style="text-align: center;"><b>Performance and quality deficit</b></p> <ul style="list-style-type: none"> <li>• Loss through standardization</li> <li>• Poor communication</li> </ul>
<p style="text-align: center;"><b>Concentration on the core business</b></p> <ul style="list-style-type: none"> <li>• Focus on the core competences</li> <li>• Relief of the management</li> </ul>	<p style="text-align: center;"><b>Dependency effects</b></p> <ul style="list-style-type: none"> <li>• Binding on the service provider</li> <li>• Loss of Know-how</li> <li>• Security concerns</li> </ul>

Regarding the environment, these additional following opportunities and risks may exist:

Opportunities	Risks
<p style="text-align: center;"><b>Environmental impacts</b></p> <ul style="list-style-type: none"> <li>• Innovative expansion of the vehicle fleet (e-mobility)</li> </ul>	<p style="text-align: center;"><b>Environmental impacts</b></p> <ul style="list-style-type: none"> <li>• Tightening the emission limit values (air)</li> </ul>
<p style="text-align: center;"><b>Environmental aspects</b></p> <ul style="list-style-type: none"> <li>• Noise reduction can lead to greater acceptance of the company</li> </ul>	<p style="text-align: center;"><b>Environmental aspects</b></p> <ul style="list-style-type: none"> <li>• Complaints about noise</li> </ul>
<p style="text-align: center;"><b>Binding commitments</b></p> <ul style="list-style-type: none"> <li>• Improved reputation through overfill</li> </ul>	<p style="text-align: center;"><b>Binding commitments</b></p> <ul style="list-style-type: none"> <li>• Reputation damage because of non-compliance</li> </ul>

## 4.2 Objectives and planning to achieve them

Each participating company shall determine objectives for its essential processes in the relevant scope. These objectives shall be consistent with the mission statement and the corporate policy and shall be relevant in regard to quality and customer satisfaction. They are made public in the company, so that everyone can perform his/her contribution to the achievement of the objectives.

The objectives shall be updated and monitored periodically as well, but shall be measurable, too.

Essential components of planning are:

- what will be done,
- which resources will be required,
- who will be responsible,
- when will the objective be completed and
- how will the results be evaluated.

### 4.3 Planning of changes

In case of changes in the processes, each participating company shall check what the purpose of the changes is and what the consequences are (opportunities & risks), which resources are needed and what responsibilities and authorities must be regulated.

Trigger for changes can be for example law changes, customer complaints, service errors, employee surveys, innovations or audit results. Each participating company itself shall decide which changes must be monitored thoroughly.

### 4.4 Binding commitments

The participating companies shall always consider their binding commitments in defining objectives and actions. These can arise as a result of e.g. contracts, legal requirements, governmental decisions or other commitments.

## 5. Support

### 5.1 Resources

The participating companies shall plan and provide the needed resources. The selection of new employees shall be based on described requirements and their training shall be ensured.

#### 5.1.1 Organizational knowledge

Each participating company shall determine the knowledge that is needed, to ensure the operation of its processes and to achieve conformity of their products



and services. This knowledge shall be maintained and communicated sufficiently. To take into account of changing requirements and trends, each participating company shall consider its current knowledge and determine how to acquire complementary knowledge or how to access it.

Organizational knowledge is for example:

- Standards, guidelines, laws
- Knowledge of market and competition
- Process knowledge
- Product and performance knowledge
- Knowledge from feedback management.

## 5.2 Competence

Each participating company shall select the persons for all necessary processes, who have an appropriate qualification (education, experience etc.), so that they are able to perform the respective activity.

The competence required shall be acquired by appropriate actions (training etc.), where necessary.

## 5.3 Awareness

Each participating company shall ensure, that all employees and external service providers who are working under supervision of the respective company are informed about the following topics:

- Policy
- Relevant objectives
- own contribution to the effectiveness of the Management System, including the benefits of an improved performance
- Implications of a non-performance to the Management System requirements and the binding commitments.

## 5.4 Communication

Each participating company shall determine the internal and external communication relevant to the respective Management System and define:

- on what it will communicate,
- when to communicate,
- with whom to communicate,
- how to communicate,
- who communicates.

## 5.5 Documented information

An essential principle of a systematic management is the traceability of guidelines and actions. The relevant documents and records are:

- to measure the procedure in question
- the representation of the interactions in the procedure in question
- to evaluate the performance, effectiveness, and potential of the procedure in question
- to document, where necessary, that the proper company organization is in place, or that legal or other requirements are being met in the procedure in question.

The descriptions of the Documentation within the scope of MSD 8.0 listed here shall be adjusted and concretized on the respective company situation by the companies.

The validity shall be clearly apparent on each and every document of the Management System Documentation.

The documentation structure within the certification group is as follows:

**5.5.1 Management System Documentation (MSD)**

The MSD describes the policy, objectives and framework conditions for the Management System. In addition to the basic MSD 8.0 specifications, the respective scope of the management system and the necessary processes shall be defined and documented. The documents must not be in contradiction to the MSD 8.0. Detailed regulations for the topics occupational health & safety and environmental management are to be established in the appropriate documentation.

To ensure that the individual MSDs are numbered systematically, the following numbering structure applies throughout the MS network:

- MSD Certification group 8.0
- MSD Fraport AG 8.1 - 8.19
- MSD German and European participating companies 8.20 – 8.59
- MSD non-European participating companies 8.60 – 8.79.

The documentation of further systems in an organization is indicated at each level with the addition of (A) for occupational, health & safety and (U) for environmental management.

Layer	Content
Certification network	Basic principles of Management Systems as standard for the Certification Group: group-wide binding standards <span style="float: right;">MSD 8.0</span>
Affiliated companies	Corporate specific, cross-process specifications <span style="float: right;">MSD 8.1 - MSD 8.79</span>
	Illustration of the core, management and supporting processes <span style="float: right;">Process map (PLK)</span>
	Description of individual processes (including organizational and technical know-how of the respective participating company) <span style="float: right;">Process-/Procedural instructions* (MSPA/MSV)</span>
	Internal documents, policies and third-party documents which are necessary to meet process requirements <span style="float: right;">Forms (MSF) Other Applicable Documents (MSU)</span>

\* MSPA can include several process layers / MSV apply in accordance with ISO 14001 only within the EMAS network

### 5.5.2 Process maps (PLK)

PLKs present detailed descriptions of the structure of processes in an organization. On the process map operational structure of the company or of a division is presented. The PLK shows the interrelations of a company or a division and clarifies for which processes the company or the division is responsible. In addition, the processes are assigned to the categories core-processes, management and supporting processes to display the respective type.

### 5.5.3 Process instructions (MSPA)

MSPA<sup>2</sup> serves the description of processes, sub-processes and sub-process sections.

A complete process instruction shall at least include these following information:

- Objective, purpose and expected result of the process
- Process owners
- Archiving information (place, period)
- Scope/sphere of influence, in which the process applies
- The meaning of special terms and abbreviations
- Person who release the documents (maintain the dual control principle at the release of the process documentation)
- Process description with competences and activities description
- If defined: operative Key Performance Indicators for the essential processes (how is an effective provision and control of the processes determined and ensured)
- Interfaces to other processes
- Other applicable documents and attachments (e.g. applicable regulations, guidelines)
- Place of storage of the documented information.

Furthermore the followed information should be included:

- Responsible persons for sub-processes and their competences
- Customers of the process
- Administrative information (filename, access authorization, change authorization)
- Expected or planned process result
- Risks and counteractive actions<sup>3</sup>.

### 5.5.4 Procedural instructions (MSV)

The MSVs<sup>4</sup> are used to describe the process sequences in the UMS. They have instructional and documental character.

MSVs shall record the objective and purpose, scope, definitions of terms, other applicable documents and attachments and the documented information. The process description can be documented freely. The approval is done by the process owner.

<sup>2</sup> MSPA shall be kept at least 3 years, if it is not fixed by law or other provisions.

<sup>3</sup> Detailed information on this can be found in guideline F8.9

<sup>4</sup> MSV shall be kept at least 3 years, if it is not fixed by law or other provisions.

### 5.5.5 Work instructions (MSA)

MSAs<sup>5</sup> serve detailed description of the individual process steps, as long as necessary. They have instructional and documental character.

MSAs shall document the objective and purpose, scope, definitions of terms, other applicable documents and attachments, the documented information and the process description with competences. The approval is done by the process owner.

### 5.5.6 Inspection procedures (MSP)

MSPs are test plans with specifications for testing activities and processes. They are used to monitor the measurement equipment, techniques and processes required to production and service provision.

### 5.5.7 Forms (MSF)

MSFs are forms that serve to document process results. They assist in ensuring consistent recording of circumstances.

Only the approving or publishing authority is permitted to make any changes to them.

### 5.5.8 Other applicable documents / attachments (MSU)

MSUs detail or explain certain aspects of the process in question, but are not subjected themselves to the modification and updating procedures that apply to the respective management system. Other applicable documents / attachments can be external documents, pre-printed forms from customers, manufacturer operating instructions, material safety data sheets, operating manuals and internal work-, service- or operating instructions of other parts of companies as well as guidelines.

### 5.5.9 Control of documented information

The control of documents is regulated by a group-wide valid MSPA. MSD, MSPA, MSV, MSA, MSP, MSF and possibly MSU shall be controlled in accordance with the relevant standards. This means that these documents must be drawn up in accordance of a particular method or modified, tested and approved to become binding documents.

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<sup>5</sup> MSA shall be kept at least 3 years, if it is not fixed by law or other provisions.



All documents have a serial number. The systems occupational health & safety (A) and environmental management (U) are indicated by the capital letter at the documentation number. Documents from a lower level must not be in contradiction with required documents from a higher level.

## 8.x.y.z

Serial number of the documentation according to listing	
Type of documentation:	
1	Process/Procedural instructions
2	Work instructions
3	Inspection procedures
4	Forms
5	Other applicable documents
Documentation number (is assigned by the MSB of the group):	
0	Group documentation
1 - 19	Fraport AG
20 - 59	German and European group companies
60 - 79	Non-European group companies
Serial number within the guideline system of the group	

Explanation of the nomenclature

### 5.5.10 Release and distribution of documented information

Prior to the release of a document, it shall be reviewed for content and form by the persons who are qualified to do so and it shall be **released by signature of the process owner**. The distribution follows a procedure that shall be individually determined and documented.

### 5.5.11 Change of documented information

Changing a document can only be done by the process owner. Changes are indicated by underlined font in the text. Furthermore, the revision status is adjusted in the document and the respective table of content. The footer must show the revision status, number of pages, as well as the person publishing the document and the date on which the document is valid.

The Management System Officer (MSB) of the certification group is responsible for the assurance of the actuality of documents published at the internet/intranet with general character of the quality management system (QMS).

Documented information play a decisive role to verify the effectiveness of the processes described in management systems. Eventually necessary actions for continuous improvement are derived from the documented information<sup>6</sup>.

<sup>6</sup> The PO shall fix an appropriate retention period for the respective documented information, if no retention periods are prescribed by law or regulations.

## 6. Operation

### 6.1 Operational planning and control

Each participating company shall ensure, that the processes are performed as planned and the conformity of the products and services can be proved. An external process shall be described when the company (contractor) of the external process is responsible for the result of the external process (outsourced process). Furthermore, clear input and output parameters shall be defined. These shall be communicated to the suppliers and monitored continuously.

Criteria can be, among other:

- Requirements for products and services
- Acceptance criteria of products and services
- Necessary resources
- Control of the processes
- Necessary documentation.

### 6.2 Determination of requirements for the services and products

To fulfill the requirements of the customers and the environment, it is necessary to determine the requirements of the service. In addition to legal and normative requirements, it also includes requirements from internal and external guidelines. In principle, this procedure is regulated in a higher-level process instruction. If necessary, this instruction shall be adapted to the specific circumstances of the company.

The respective legal, normative and other requirements with regard to environmental and occupational safety management systems must also be determined.

### 6.3 Design and development of services and products

In interpretation of the standard, the certification group defines the subject design and development as follows:

Under design and development it is to be understood an overall process in a group company in which a new product or service is developed from the idea up to market maturity and which is produced or is to be offered as a new service. This can be done on their own initiative or on the basis of a customer contract. Furthermore, this also includes the establishment of a new scope of activities or field of competence in the respective company that comes with the design and development of products and services and that does not have minor financial importance for the company.

Each participating company that identifies design and development for itself, shall document the respective provisions of the standard in relation to the inputs for the development stages.

### 6.4 Control of externally provided processes, products and services

Each participating company shall ensure that accurate purchasing information in terms of the procurement processes are present. For evaluation of external providers, the company shall determine appropriate criteria (e.g. for assessment, selection, performance monitoring and reassessment).

## 6.5 Release of services

Each participating company shall verify their services before release.

## 6.6 Control of nonconforming outputs

Outputs that do not conform to the requirements shall be identified and controlled to prevent their unintended use or delivery. Records (documented information) are necessary for:

- The description of nonconformity
- The actions taken
- The concessions obtained
- The naming of the decision-maker of the actions taken.

## 6.7 Emergency planning and emergency response

In order to be able to respond appropriately to emergencies and dangers and to prevent or minimize damage, the organization has to establish appropriate procedures. For this purpose, the necessary plans shall be created and the necessary staff shall be trained. Regular exercises help in the constant improvement of the procedures.

# 7. Performance evaluation

## 7.1 Monitoring, measurement, analysis and evaluation

So that it is possible for the described processes and operations to proceed in a controlled manner and if necessary to be specifically improved, it is necessary to plan and monitor these processes, as well as to measure the process performance.

Methods of planning, monitoring and measuring are<sup>7</sup>:

- Internal audits
- External audits
- Supplier audits
- Monitoring by authorities
- Monitoring and maintenance plans
- Control and calibration of measuring equipment
- Key Indicator systems
- Company inspection
- Employee survey
- Customer survey
- Process controls
- Key Performance Indicators.

The processes form the value added chain, in which the production of goods or the service delivery are taken place. To monitor the performance of a process, Key Performance Indicators shall be defined.

## 7.2 Internal audits

Internal audits are a tool for self-monitoring. They are conducted by trained auditors. A random sample will be checked, if for the process the relevant legal and

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<sup>7</sup> This listing represents a selection of tools and methods. These can be expanded company specific.

other requirements as well as internal regulations of the management are evident and how it is implemented. The procedures are questioned regarding their effectiveness and efficiency.

As a basis for the internal audits, the international norms as well as the relevant legislations (for example laws and other regulations as well as in this regard official decisions) serve the respective MSD, MSPA, MSV, MSA, MSP and MSU, for example contracts with customers, service-level-agreements, operational or work instructions.

The approach during internal audits is regulated in an own MSPA. The in-house appointed auditors are independent in accordance to the DIN EN ISO 19011.

The audits are designed in accordance to the DIN EN ISO 19011, conducted, evaluated and documented in a Management Audit Program (MAP). The MAP is agreed upon in accordance with the representatives of occupational health & safety and environmental management and through the steering committee of Management Systems (LA-MS) submitted to the responsible management board for approval.

### 7.3 Management Review

The executive management of the company shall evaluate the management system in planned intervals, in order to ensure that its suitability, adequacy and effectiveness are provided continuously. This management review has to include the possibilities for improvement as well as the need for changes on the management system, including policies and the objectives. The requirements and inputs for the management review are defined in MSU 8.0.5.3.

Part of a complete management review is the explanation of changes within the management system over a period of time as well as a determination of results from the assessment of these changes, by the executive management.

Further aspects for the preparation of a management review are documented in dependency to the management system (quality, environmental and occupational health & safety) in the appropriate standards.

In order to ensure the regularity of the management review, this review will take place at least once a year.

## 8. Improvement

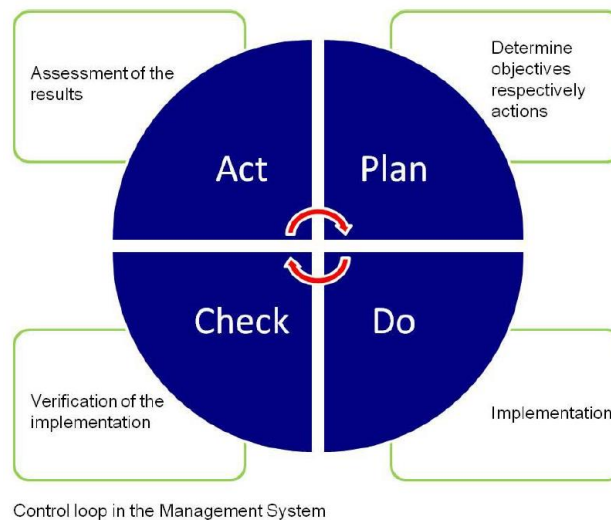
### 8.1 Nonconformity and corrective action<sup>8</sup>

Based upon the results of the monitoring and measurement as well as the internal and external audits actions/measures will be derived. For the implementation of these actions the **process owner** are responsible. The examination of results take place against the background of policy, agreed objectives and actions with the inclusion of interested parties and in consideration of internal and external subjects. The individual steps in the control loop, along with the results of the reviews and the conclusions drawn from them, shall be documented and archived so that they are traceable.

### 8.2 Continual improvement

The establishment of objectives and the detection of improvement possibilities within a management system is a constantly recurring task. The gathering of audit results, results of customer surveys, management reviews and considering the opportunities and risks for the company are the basis for the continual improvement process.

The process of the continual improvement goes along with the control loop within the management system.



<sup>8</sup> MSPA 8.0.1.5 Corrective and preventive measures in version 03 from 02.04.2013 remains valid, until the QMS at the participating companies is completely converted to the requirements of ISO 9001:2015. From this date, the MSPA terminate automatically for the participating company and will be replaced by MSPA 8.0.1. Carrying out corrective measures, in the version 04 of January 01.01.2017.

## 9. Terms

DIN	German Institute for Standardization
EMAS	Eco Management and Audit Scheme
EN	European Norm
ISO	International Standard Organization
LA-MS	steering committee of Management Systems
LI	Key Performance Indicator
MAP	Management Audit Program
MC	Management System Consultant
MS	Management Systems
MSA	Work instruction
MSB	Management System Officer
MSD	Management System Documentation
MSF	Form
MSP	Inspection procedures
MSPA	Process instructions
MSU	Other applicable documents / attachments
MSV	Procedural instructions
OHSAS	Occupational Health and Safety Assessment Series
PO	Process owner
QMS	Quality Management System
UMS	Environmental Management System

## 10. Other related guidelines

According to section 1.1 of “Management System – Basic principles of Fraport AG” the following guidelines, corresponding to their content and scope of validity, are binding specifications for the respective parties. They must not be in contradiction with the “Management System – Basic principles of Fraport AG”.

- Rules for the QMS certification group
- Rules for the EMAS validation group
- Rules for occupational safety management (in preparation)

## 11. Attachments

- 8.0 Process instructions
- 8.0 Forms
- 8.0 Other applicable documents / attachments