

COMMUNICATION PROGRESS

2020



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Note: This 2020 report is based on data from 01/01/2019 to 31/12/2019.



1. Statement of continual support

Santa Fe Group* is proud to present its tenth Communication on Progress report, affirming our continued commitment to supporting the ten United Nations Global Compact principles, along with our continued drive to align with the United Nations Sustainable Development Goals.

At Santa Fe Relocation, we see sustainability as everyone's responsibility. So we continue to engage with our customers, staff, suppliers and other stakeholders to fully embrace and support our policies in the areas of human rights, labour, environment and anti-corruption. We are fully aware of the responsibility we bear towards our stakeholders and the communities in which we operate.

We take on the principles of the UNGC with great enthusiasm, our teams globally are fully united under the Santa Fe brand and we thank our teams and partners for their continued support. Together we look forward to sustaining our support to this initiative and fulfilling our duty as a signatory to the UN Global Compact.

Yann Blandy

Chief Executive Officer
Santa Fe Relocation

*Santa Fe Relocation is part of the Santa fe Group.

2. Santa Fe Relocation overview

Santa Fe is a global leader in international mobility, handling around 50,000 international relocations, 40,000 visa and immigration applications filed globally, an average of 31,000 destinations serviced, and, along with and a network of agents, 176 countries serviced annually. Santa Fe's mission is to make it easy for people to work, live and thrive in new places around the world.

Santa Fe provides a full range of mobility services for multinational companies and other organisations having executives and professionals on overseas assignments. In addition to this, Santa Fe serves individual customers relocating without the support of an employer. The service offering covers the entire relocation journey—from immigration services to obtaining work and resident permits through the physical packing—and moving of household goods to a comprehensive range of value-added relocation and destination services to ensure the relocating family settles in to their new home in the best possible way.

Santa Fe designs and manages entire relocation programmes for large organisations with international operations. Our value proposition is to provide our corporate customers with optimum efficiency in their mobility management, full compliance with all relevant legal regimes, and a safe and easy transition and new start for the relocating individual and family.

3. Governance structure

The Santa Fe management structure ensures that we are directed and controlled in a responsible manner, to ensure long-term sustainability and transparency. We report our performance annually in terms of social responsibility and the environmental aspects of our business.

Our objective is to ensure our business remains sustainable in every meaning of the word. This means that we are able to provide our customers with a service that both offers value and continuity. It also means that through our continued commitment to aligning our operations and strategies with the ten UNGC principles, our company contributes and benefits economies and societies globally. The governance structure is anchored with a sustainability team aiming at aligning sustainability objectives, implementing and sharing best practices.



4. Ethics and behaviour

To act in a globally responsible way, we continually review our initiatives, codes and schemes so that we can learn from them. We pride ourselves on a fair, ethical and inclusive approach to our business, our people and our clients.

Our Code of Business Conduct provides guidance to all employees on the conduct of our business according to the highest ethical standards. We have grown and prospered with a culture of honesty, integrity and accountability. The code contributes to our future success by helping to maintain this culture. The code and our other ethics policies help to focus everyone on areas of ethical risk, offer guidance in recognising and dealing with ethical issues and provide mechanisms to report unethical conduct without fear of retaliation.

Continuing from our successful developments in this area from 2017, Santa Fe launched DNA 2.0, which consisted of 120-130 workshops globally between the end of 2018 and mid 2019. With over 2,400 employees attending, including subcontractors, the sessions acted to reinforce to our employees the key relationship between both our company values along with two key internal focuses of customer experience and data protection/security.

As part of our ongoing commitment to this, Santa Fe's company purpose and mission remains a core focus, giving all employees clear direction on what we do and stand for as a company but also how we understand and demonstrate the behaviours expected. Additionally, our company has increased the frequency of informational internal team briefings, promoting a company behavioural culture of transparency and knowledge. Not only has this enabled the Santa Fe family to be best prepared to provide high quality service to our customers, but this commitment has also enabled us to align ourselves with multiple UN sustainable development goals, namely quality education.

5. Ten UNGC principles

Human rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2

Make sure that they are not complicit in human rights abuses.

Labour rights

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4

The elimination of all forms of forced and compulsory labour;

Principle 5

The effective abolition of child labour; and

Principle 6

The elimination of discrimination in respect of employment and occupation.

We commit to

- + Continuous monitoring of our governance system to ensure compliance with basic human rights within our organisation and those with whom we interact.
- + Compliance with national legislation.

Environment

Principle 7

Businesses should support a precautionary approach to environmental challenges;

Principle 8

Undertake initiatives to promote greater environmental responsibility; and

Principle 9

Encourage the development and diffusion of environmentally friendly technologies.

We commit to

- + Reduce the negative impact of our business on the environment, meet or exceed regulatory requirements and continuously seek to improve our processes to achieve high standards.
- + Monitor and reduce carbon emissions.

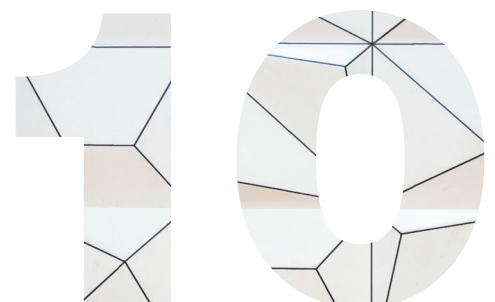
Anti-corruption

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

We commit to:

- + Apply a zero-tolerance approach with respect to corruption, extortion and bribery.
- + Continuously identify ways of maximising the positive impact of our business operations where we have special skills, products or services to make a difference in the communities where we live and work.



6. Human rights

As one of the four key focus areas of the United Nations Development Goals, Santa Fe remains fully committed to aligning ourselves with the appropriate principles in relation to human rights compliance across all offices. As the sections below indicate, we have continued to progress and develop our policies towards an increased focus on a high standard of health and safety for all employees, suppliers and third parties, ultimately benefiting the mental and physical wellbeing of our employees.

Policy

In accordance with principles 1 and 2 of the Global Compact, Santa Fe supports and respects the protection of internationally proclaimed human rights and ensures that we are not complicit in human rights abuses.

We endeavour to ensure

- + Health and safety in the workplace.
- + Wellbeing of employees.
- + Good relations with local communities.

Occupational health and safety are important priorities for Santa Fe and this area is actively managed by means of risk assessments and regular information to employees about avoiding accidents, illnesses and maintaining a healthy lifestyle. Occupational health and safety is more than a set of procedures and processes at Santa Fe as employees play an important role in contributing to a safe work environment e.g. by reporting accidents, communicating areas for improvement and adhering to company best practices. The Santa Fe health and safety policy underpins our systematic approach to managing health and safety in the workplace. Standardised processes and internal and external audits ensure that consistent standards are in place throughout the company. In 2019, we continued the focus on the wellbeing—both mental and physical—of our employees. Wherever possible we undertook initiatives to enable us to build closer relationship with our local community and boost the positive local perception of the Santa Fe brand, along with enabling us to align with goal 8 (enabling economic growth) and goal 10 (reducing inequalities) of the United Nations Sustainability Development Goals through our renewed focus on working towards empowering our local communities and people.

The Guiding Principles on Business and Human Rights, endorsed by the United Nations Human Rights Council in 2011, set out the responsibilities corporations have with respect to human rights. Those responsibilities include avoiding the infringement of the human rights of others and addressing any adverse impacts on human rights in which a corporation may be involved. The principles call on companies to institute policies and processes appropriate to their size and circumstances, as well as remediation processes to address concerns when they arise. Santa Fe has used the guiding principles, along with our membership in organisations such as the United Nations Global Compact and our ongoing commitment to the 17 United Nations Sustainable Development Goals, to inform and shape our approach to addressing and communicating human rights issues as well as our internal company culture.

Actions

Throughout 2019, Santa Fe has undertaken various initiatives to improve the health and safety of our organisation. This includes, but is not exclusive to our crews continued adherence to the terms of the health and safety methods statement for crew operatives, which enable us to ensure we provide high quality and safe moving services to our customers, whilst actively ensuring the best health and safety for our valued crews. We also align such commitments to any third parties and suppliers that complete work for or in cooperation with us, as we place just as high value in the safety of these staff members as our own.

We continue to recognise the importance of an employee work-life balance and appreciate the value that out-of-work activities bring back into the workplace. Our health and safety policy acknowledges that employee wellbeing is an important factor to maintaining good health. Our ongoing commitments to this in 2019 have seen the proactive introduction of a number of initiatives across our offices by our employees. All such activities continue to be shared throughout the organisation, primarily across various groups on Yammer.

6. Human rights continued

Risks

The main risks related to our activities include work accidents—especially for our operational staff—non-compliance with the Global Compact’s principles and the requirements of OHSAS 18001. To reduce the risk of work accidents, we apply a range of appropriate risk management measures, including the implementation of stringent health and safety policies which all staff across our 64 offices must follow. Any potential risks are monitored both locally and from our head office, enabling us to protect the professional environment.

Our business activities are subject to various local health and safety laws which enable us to be fully compliant in regard to Articles 1 and 2 of the United Nations Declaration of Human Rights.

Results

In the field of occupational health and safety, the number of accidents with time loss continued to decrease by 70% and the number of days lost per accident decreased by 81.73% as depicted in Fig. 1.

There were no significant trends in the types of work accidents that occurred, and the positive reduction can be attributed to the ongoing integration of health and safety considerations in decision-making processes, focus on progressive and informative training, along with continued improvements in coordination across the organisation.

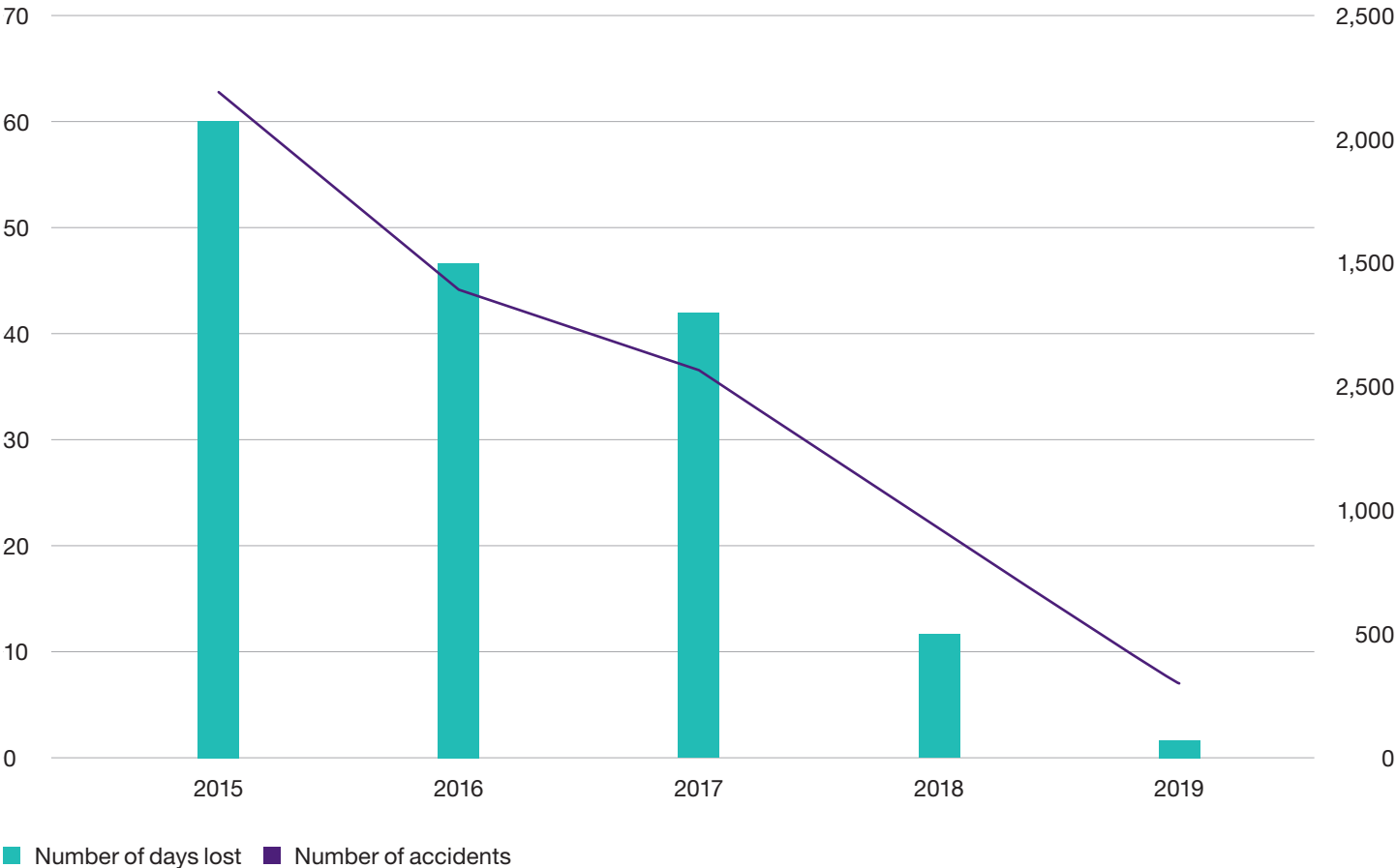
All OHSAS 18001 certificates were successfully renewed.

KPI's and targets

We measure and monitor the number of work-related accidents resulting in days off work. The KPI reflects developments in safety performance whilst our services are being performed.

As an ongoing goal, Santa Fe aims to reduce the number of work accidents with days lost to zero. We aim to achieve this by continuing to educate employees and integrating health and safety into our decision-making processes, as well as requiring specific managers to be responsible for the safety of their team or department.

Fig. 1 Work accidents with days lost 2015-2019



7. Labour rights

Another core focus area of the United Nations Development Goals, Santa Fe remains fully committed to ensuring free and fair labour rights for all employees globally. We remain and are increasingly focused on the education of our employees, at all levels, actively bringing us in line with goal 4 of the United Nations Sustainable Development Goals (quality education), as the below indicates.

Policy

Santa Fe recognises that we work in a richly diverse community and understand the strategic importance of achieving a diverse workforce, which reflects that community. We aim to recruit, develop and retain the most talented people by valuing the varied skills and experiences they bring to Santa Fe, and have identified key focus areas to ensure that we are equipping our people with the capabilities they need to achieve their career aspirations and help us meet our goals.

Key focus areas

- + Investing in employee training and development.
- + Treating employees fairly and equitably.
- + Combating harassment and discrimination at work.
- + Encouraging an honest and open culture which values the differences between us.

Retaining employees remains an important aspect of our business, and our goal is to remain an attractive employer respecting, supporting and adhering to internationally proclaimed human rights including the basic principles of the International Labour Organisation's Declaration of Fundamental Principles and Rights at Work. The statistics relating to absolute staff turnover show an increase of 4.06%—from 29% to 33.06% (see **Fig. 3** Employee turnover ratio). This increase in turnover reflects an overall reduction the number of staff, which in the past three years has fallen 31.19% from 2,549 to 1,754 and can be attributed to restructuring and downscaling of the business due to lower activity within the relocation market globally.

In September 2019, Santa Fe was acquired by new owners, is now a private company and the board of directors is comprised of the owners.

Santa Fe believes in equality, treating staff fairly regardless of their gender, sexual orientation, religion or any other potential means of inequality or discrimination. This actively brings us in line with goal 5 of the United Nations Sustainable Development Goals (gender equality) as well as ensures our compliance with the United Nations Global Compact. New members of staff and managers are recruited exclusively based on their qualifications and experience. Skills, performance and ethical conduct are our only indicators of employee qualifications. Santa Fe will not tolerate discrimination with respect to gender, race, age, religion, disability, sexual orientation, national origin, social status or any other protected discrimination grounds.

The new management is aware that although Santa Fe has 56 different nationalities within the company with women representing some 44% of this our diversity is not represented well enough in our senior management. The historic reason for this is not understood but we wish to actively change this position and have already taken steps to establish a diversity and inclusivity initiative.

Santa Fe is committed to playing our part to ensure that there is no modern slavery or human trafficking in any part of our business and being alert to the potential for slavery and human trafficking within supplier or contractor activity. As a business, we aim to be honest and have strong moral principles in all our business activities. Santa Fe's anti modern slavery and human trafficking policy applies to all people working for us, or on our behalf in any capacity including external consultants, contractors and business partners. For example, we actively validate our relocation assignment management suppliers against the World-Check system to ensure no criminal convictions relating to slavery have taken place, enabling us to further develop and provide excellency in our customer experience package to all our assignees worldwide.

7. Labour rights *continued*

Actions

Santa Fe continued to take a globally consistent approach to performance management by introducing consistent metrics for our senior leaders, supported by the roll-out of a process through an online performance management system which ties seamlessly into our existing HR information and learning management system (Pulse), creating a compelling overall 'online bundle' for our employees. To ensure performance management has a positive impact, all full-time staff across the organisation continue to be encouraged to complete the process, which has been designed with constant feedback in mind, e.g. quarterly one-on-one meetings between managers and employees to update one another on performance against objectives. This will reduce the potential ambiguity and stresses often caused by formal mid-year and year-end review cycles as employees will have received on-going feedback throughout the year.

Risks

The main risks related to our activities include non-adherence to Santa Fe's principle of preventing discriminatory practices and securing equal opportunities and potential legal, financial and HR-related consequences hereof. To counter this, Santa Fe has implemented several risk management initiatives. This includes encouraging a more positive, inclusive and gender equal company culture globally, increasing transparency in relation to gender balances in employment across the organisation and ensuring female representation in risk management strategising. We monitor any potential risks, both locally and from our head office, to prevent any possible impact on the environment.

Our business activities are subject to various national laws and regulations.

Results

Through our commitment to training and developing our employees, Santa Fe achieved the FIDI (Fédération Internationale des Déménageurs Internationaux; The Federation of International Movers) academy commitment to excellence Platinum award for the third year running. The achievement of this Platinum award is in recognition for driving and promoting industry knowledge amongst our employees via the FAIM (FIDI Accredited International Mover) programme hosted on Pulse.

In 2019 there were significant changes to the ownership of the Santa Fe Group. In September 2019, Santa Fe Group was acquired by new owners, it is now a privately owned company and the board of directors comprise of the owners of the business.

Fig. 2 Gender ratio by seniority 2015-2019, shows that the overall gender ratios of female and male remain relatively unchanged at 55.75% and 44.25% respectively. The most noticeable change is that related to Senior Management where the ratio of female to male is 12.50% to 87.50% respectively. The key reason for this is the way staff are classified has changed and the term senior now includes just eight staff whereas in 2017 it included 90 staff. As noted above, it is not understood why there should be this historic disparity, but we work to actively continue to develop the base of candidates to enable this to change in the future and will as part of this be implementing an diversity and inclusivity initiative.

KPI's and targets

Santa Fe measures and monitors

- + Gender ratio by seniority.
- + Employee absolute turnover.

In 2020, Santa Fe aims to have an annualised attrition rate of no more than 20%.

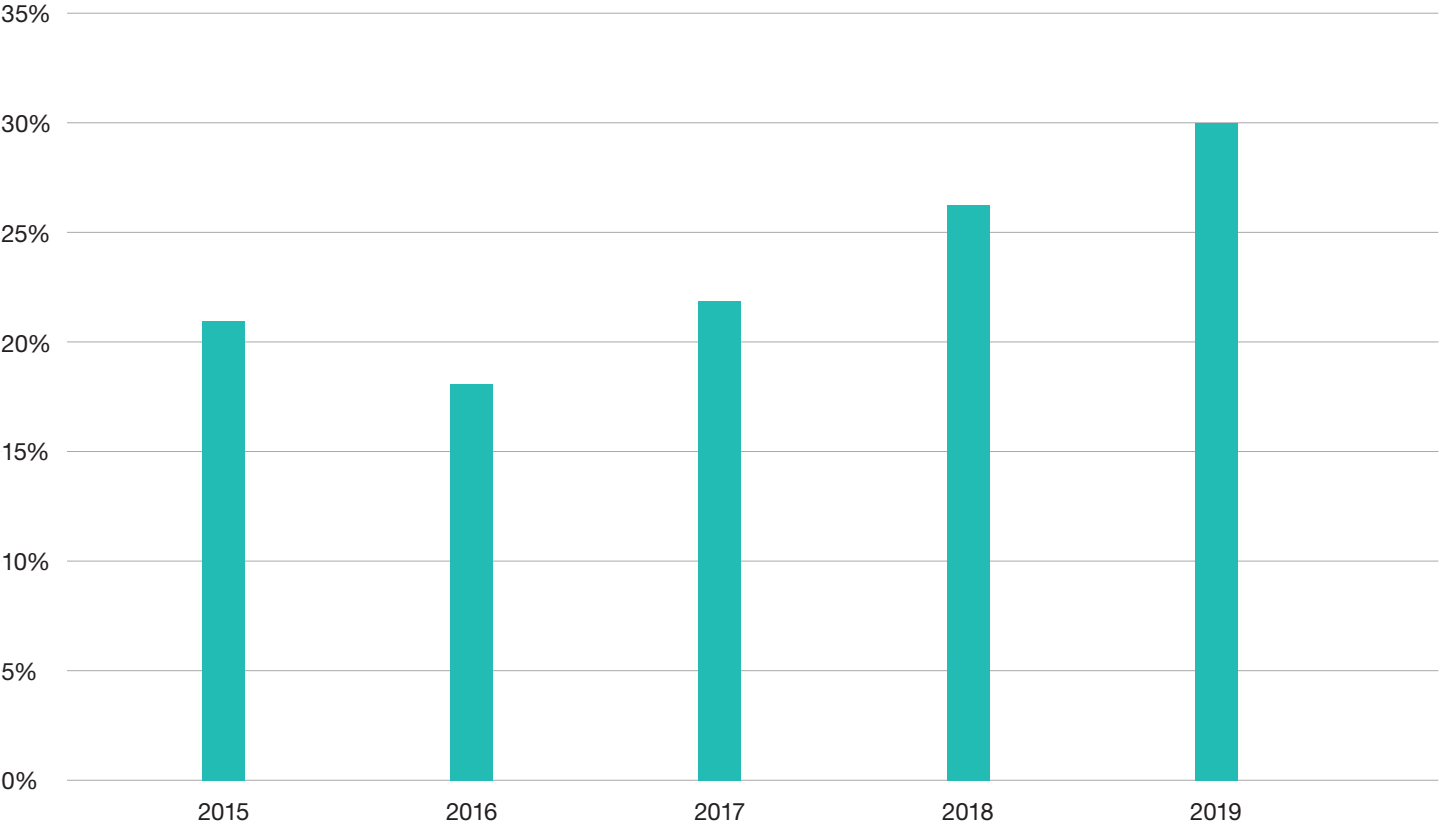
In accordance with principles 3, 4, 5 and 6 of the Global Compact, Santa Fe Group

- + Recognises the right of employees to be members of a trade union and negotiate pay and working conditions.
- + Supports elimination of all forms of forced labour.
- + Applies preventative procedures and practices to ensure that persons below the minimum age are not employed.
- + Endeavours to prevent discriminatory practices and secure equal opportunities by means of the application of procedures and practices to prevent discrimination in connection with recruitment or dismissal, career development, training and education or the granting of staff benefits.

Fig. 2. Gender ratio by seniority 2015 to 2019*



Fig 3: Employee turnover ration (annual average) 2015-2019



8. Environment

An increasingly vital area focused on in the United Nations Development Goals, which must be a core focus for all successful corporate businesses, Santa Fe remains fully committed to ensuring our daily practices are delivered with the sustainability of the environment in mind. As the below sections indicates, 2019 has been a key year for Santa Fe in this commitment, with multiple office-based initiatives introduced, driven by a desire to protect our local and global environment.

Policy

Santa Fe supports a precautionary approach to environmental and climate challenges, undertake initiatives to promote greater responsibility and climate friendly technologies in accordance with principles 7, 8 and 9 of the Global Compact, and goal 7 (affordable and clean energy) and goal 12 (responsible production and consumption) of the United Nations Sustainable Development Goals.

We systematically and proactively protect, respect and safeguard the environment and climate in daily business activities by development of production methods and products, training of employees and influencing suppliers and stakeholders.

Santa Fe's environmental policy is intended to be sustainable and is being integrated into our day-to-day business practices. As such, this policy is communicated to all staff members and is also available to the public. Santa Fe applies recognised environmental management systems such as ISO 14001 (or its local equivalent) based on the principle of continuous performance improvement. These systems are the basis for the deployment of key elements which include risk analysis, monitoring of environmental performance and compliance to regulations and permits, follow-up of the corresponding corrective actions, review of performance and improvement plans by the management.

Our objectives are to reduce our impact on the environment year-on-year by

- + Minimising our waste by applying a reduce-reuse-recycle philosophy.
- + Becoming more energy efficient, thereby reducing our greenhouse gas emissions.

Actions

Santa Fe's Move services continues to be heavily reliant on natural resources, in particular materials such as paper, cardboard, plastic, etc. We continued our efforts in reducing waste by the application of our reduce-reuse-recycle philosophy.

This involves reducing the amount of packing material being used. Santa Fe has a variety of packing training for employees which also educates them on the amount of material needed to be used to ensure that goods are properly protected. Santa Fe has looked at a number of opportunities for reusing packing material, ranging from charitable donations and aiding with local relief work, to ensuring such materials are re-used on household goods moves. We have continued our efforts to recycle as much waste as possible and have built relationships with waste management companies looking at innovative ways to recycle different types of waste. This financial year has seen a positive shift in our environmental commitments globally, with an increased focus on recycling across our offices, and the implementation of multiple office-specific initiatives, resulting in staff across our offices recycling far more than previously. We have also continued our paperless office initiative which has also resulted in the reduction in the amount of office paper that is used.

Following its roll out in 2017, Santa Fe's virtual survey tool continues to be a success throughout the company. In 2019 the number of virtual surveys undertaken was 4,100, an increase of 215% compared with the 1,300 undertaken in the previous year. The virtual survey tool is an innovative mobile technology that modernises the business of moving and allow surveys to be conducted virtually. This has numerous positive impacts for the moving process including reducing the number of cars required by our survey team along with the associated reduction in fuel being consumed.

As we move forward, we continue to look for way to increase efficiency of our business operations, in particular delivery, so as to reduce emissions levels of our fleet. Many of these initiatives have required no additional investment; by promoting the choice of lower-emission models for our fleets, we have continuously improved the way in which they are maintained and how their routes and volumes are scheduled. This has produced a number of notable successes, including a near 50% reduction in emissions from our fleet at our head office in the United Kingdom, in line with increasingly stringent emissions policies implemented by those governing the city of London.

8. Environment *continued*

Risks

The main environmental risks related to our activities include excessive emission of CO₂ and waste.

Our activities are subject to environmental laws and regulations governing, among other things, waste disposal and emissions. Risks are monitored locally and from the head office to prevent, remedy or minimise any adverse effect on the external environment.

KPI's

Santa Fe measures and monitors

- + Waste distribution.
- + Fleet fuel consumption per tonnage [MJ/M3].
- + kWh electricity consumed per employee.
- + GHG Impacts by scope.

Results

Fig. 4 Waste distribution 2015-2019, shows that 2019 saw a 6.28% reduction, from 17.4% to 11.11%, in the amount of waste sent to landfill and a corresponding increase in the amount of recycling. This can be attributed partly to our paperless office initiative along with an increase in the amount of carton and paper packing that is recycled.

The energy used per cubic meter of goods moved by road on our fleet decreased by 51.65% from 273 MJ/M3 to 132 MJ/M3 as shown in **Fig. 5** Fleet fuel consumption per tonnage [MJ/M3] 2015-2019, indicating a reduction in both the number and scale of road shipments in 2019 when compared to 2018. This could be attributed to a number of factors but primarily due to a general slowdown in the global relocation industry due to various global socio-economic and geopolitical factors.

Electricity consumption continued its downward trend and in decreased in 2019 by 53.75%. The consumption per employee reduced by 41.11% to 986 kWh of electricity consumed per 1,574 employees (**Fig. 6**, kWh electricity consumed per employee). This result is primarily due to having divested a number of our regional offices, in particular, Australia. It is also influenced by other factors such as offices running electricity saving schemes involving initiatives such as turning off the lights when not in use, and auto shut down of computers after working hours. In addition, energy consumption plays a key factor in our procurement decisions and a key deciding factor of purchasing new or replacement hardware or equipment is how energy efficient it is.

Fig. 7 Greenhouse gas impacts by scope 2015-2019, shows that overall was a 5.25% increase in Santa Fe's overall GHG emissions. There was 32.1% decrease in scope 1 GHG emissions as a result of reductions in fuel and electricity consumption, with a reduction of 62.03% in scope 2 emissions may be attributed to similar factors. There was an increase of 5.25% in Scope 3* GHG emissions relating to goods transported by third parties which may be attributed to countries, such as Australia, where Santa Fe no longer has offices and all relocation is handled by a partner.

Fig. 4 Waste distribution 2015-2019

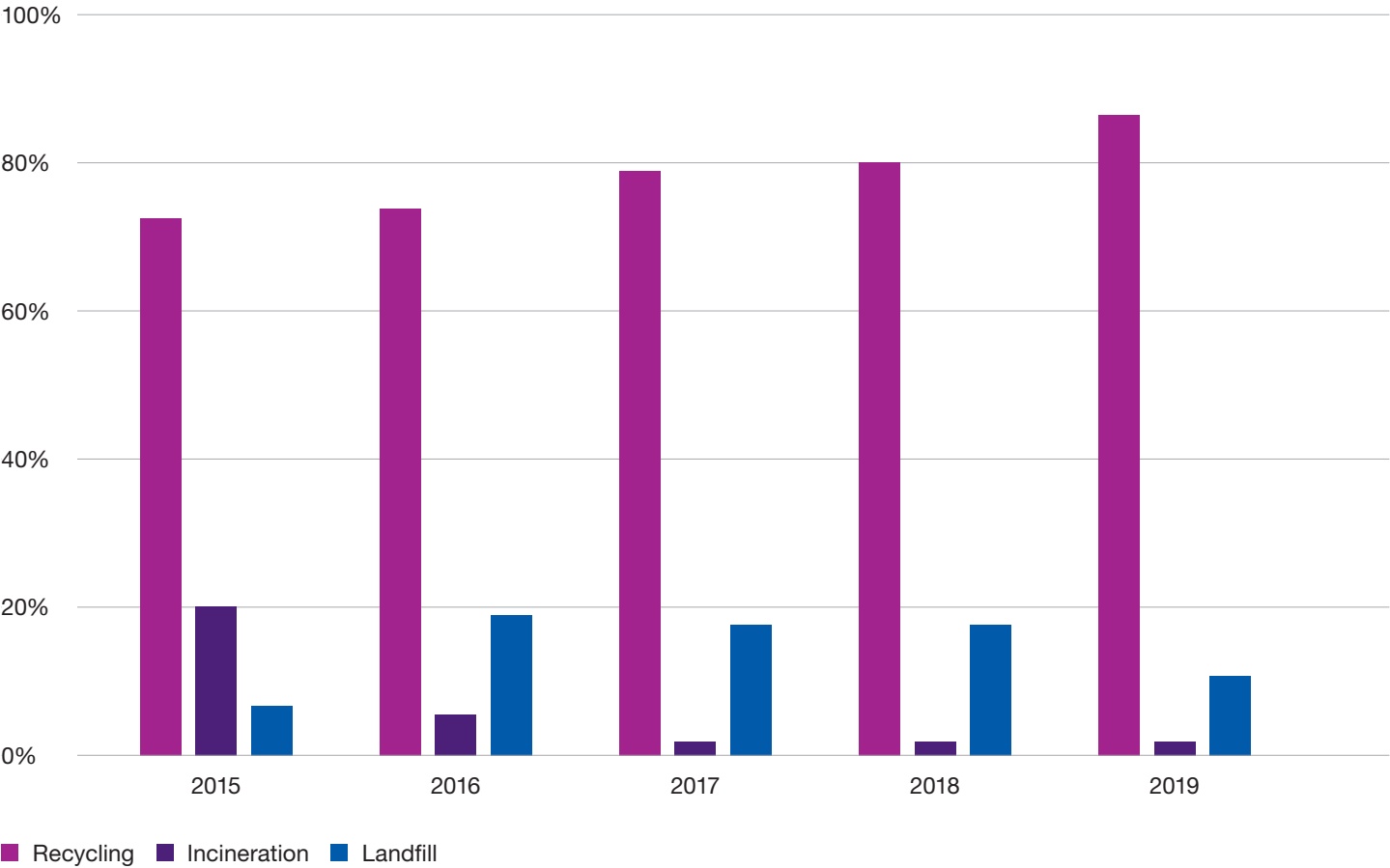


Fig. 5 Fleet fuel consumption per tonnage [MJ/m3] 2015-2019

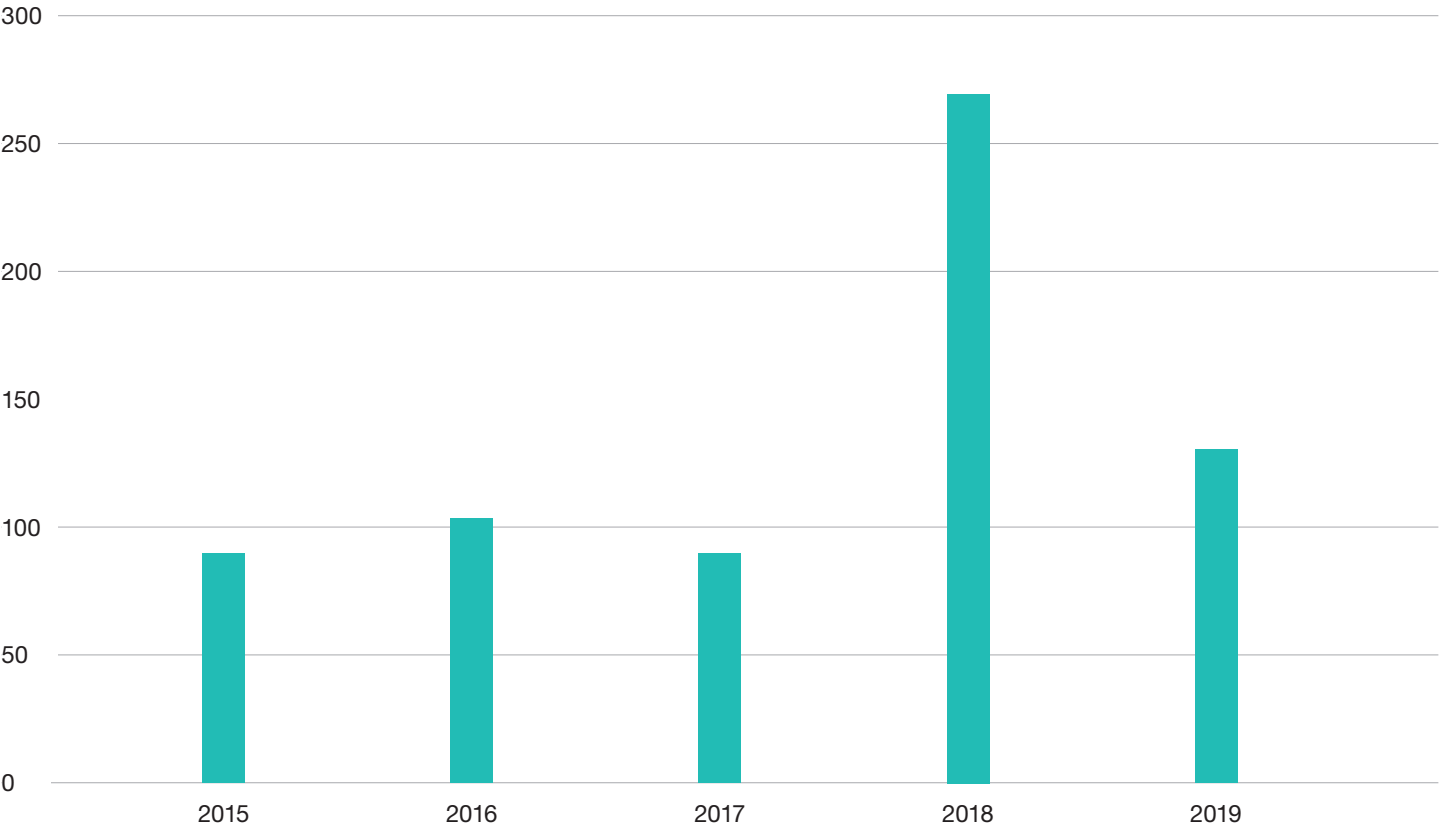


Fig. 6. Kwh per employee 2015-2019

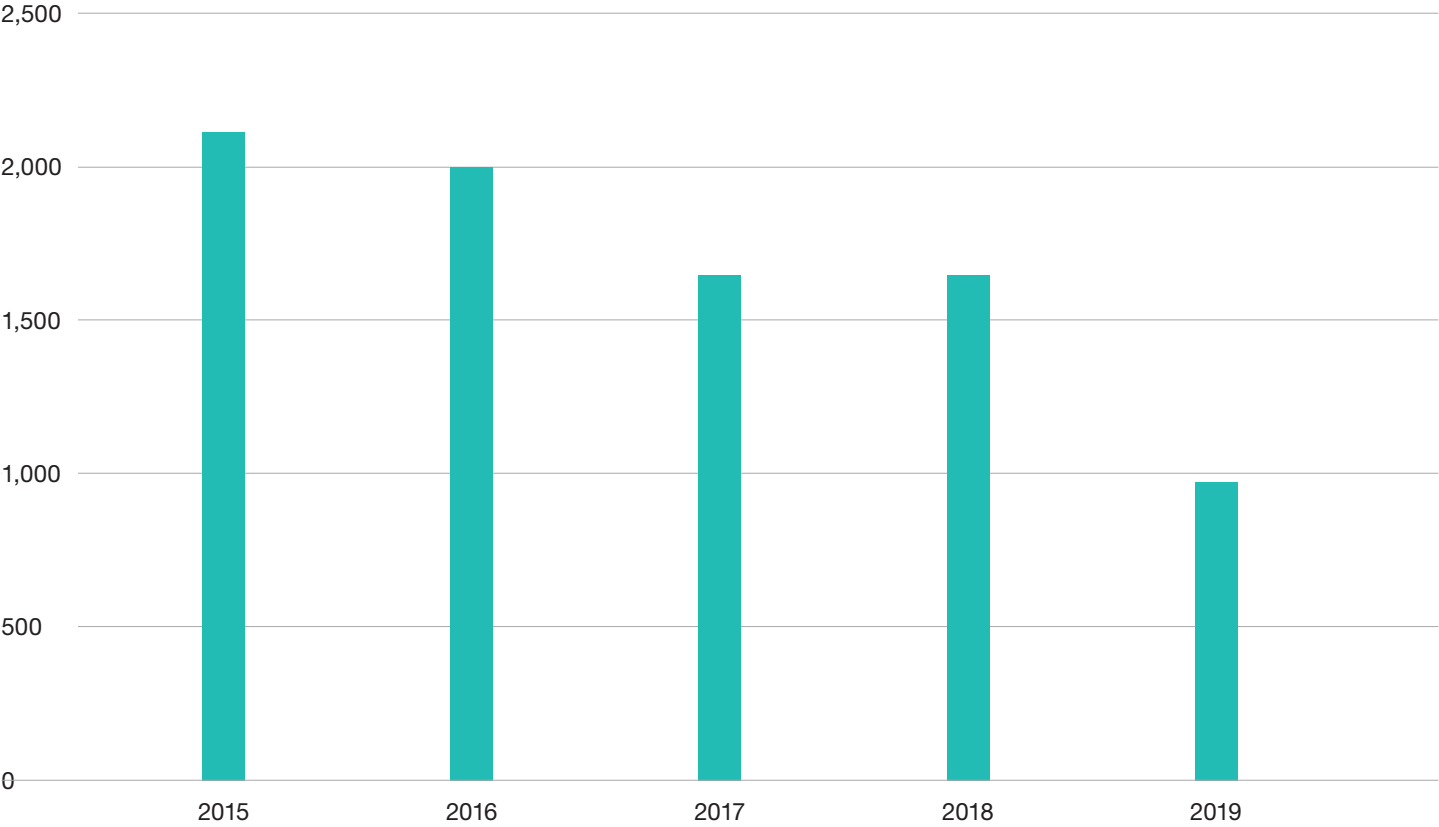
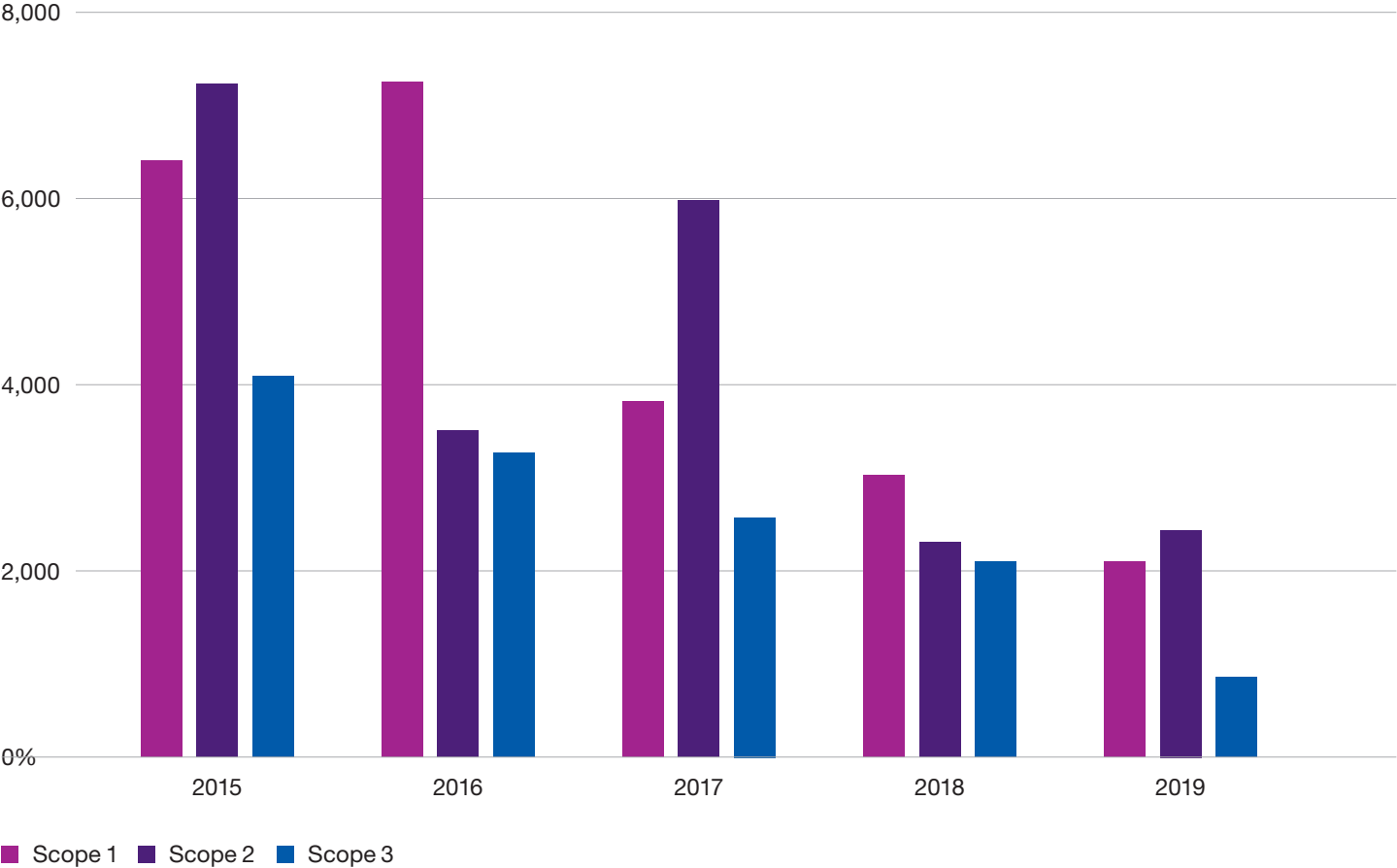


Fig. 7 Greenhouse gas impacts by scope 2015-2019



**We help people to work, live and thrive
in new places around the world.**

About Santa Fe Relocation

Santa Fe Relocation is a Global Mobility company specialising in managing and delivering high-quality relocation services worldwide. Our core competence is providing services that help corporations and their employees as well as individuals and their families to relocate and settle in new places. These services are delivered to a consistently high standard, locally and globally, and managed through our own operations around the world. For more information, visit us at santaferelo.com.