

# Communication on Progress

## 2021 report: Window for change



## Statement of continual support

Santa Fe Relocation is proud to present its eleventh 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.

For many, if not most, industries 2020 and 2021 were challenging due to the COVID-19 pandemic, possibly none more so than the mobility industry. International border closures and changeable lockdown restrictions created highly uncertain market conditions. Just as 2021 was drawing close and the global situation seemed to improve, the Omicron variant led to further disruption.

However, I am very proud of the way that our staff not only adjusted to work from home but also the way their first instinct was to provide assistance and reassurance to the employees and families of our clients during what must have been the most stressful and anxious time for them to be either overseas or planning to be so.

The pandemic has forced us to work smarter and more efficiently and to that end, we have accelerated our digital program and the move to the virtual world.

In addition, it has also been necessary to restructure and implement new strategies. I am pleased to say that we are now in an even stronger position and able to take advantage of the vast opportunities that the pandemic has created.

In 2021, we started a programme to build and extend upon our solid foundation regarding corporate social responsibility (CSR) and to progress into the broader concept of environmental, social and governance (ESG) to increase our efforts and accountability.

It is clear that the pandemic has not yet elapsed and may permanently alter how we operate commercially and socially. There is no such thing as post-COVID-19, this is the new normal, but I believe we are in an excellent position to face whatever the future may bring.

## Santa Fe overview

Santa Fe is a global leader in international mobility and 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 into 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 a new start for the relocating individual and family.



### **Governance structure**

Santa Fe has a multi-layered governance structure to ensure appropriate: direction, control, responsibility, long-term sustainability and transparency.

### **Ethics and behaviour**

To act globally responsible, 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, people and clients.

# Ten UNGC principles

## Human rights

### Principle #01

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

- Mission, vision and values.
- Code of business conduct.
- Human rights policy.
- Integrity hotline.
- Anti modern slavery policy.
- Supplier relationship policy.
- ISO 45001 health and safety management.

### Principle #02

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

- Human rights policy.
- Mission, vision and values.
- Code of business conduct.
- Integrity hotline.
- Anti modern slavery policy.
- Supplier relationship policy.

### Principle #03

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

- Human rights policy.
- Mission, vision and values.
- Code of business conduct.



**Santa Fe stand in unity with  
United Nations Global Compact  
to create a better world**

## Labour rights

### Principle #04

The elimination of all forms of forced and compulsory labour.

- Anti modern slavery policy.
- Human rights policy.
- Mission, vision and values.
- Code of business conduct.
- Supplier relationship policy.

### Principle #05

The effective abolition of child labour.

- Anti modern slavery policy.
- Human rights policy.
- Mission, vision and values.
- Code of business conduct.
- Supplier relationship policy.

### Principle #06

The elimination of discrimination in respect of employment and occupation

- Anti-harassment and discrimination policy.
- Diversity, equality and inclusion policy.
- Anti modern slavery policy.
- Human rights policy.



## Environment

### Principle #07

Businesses should support a precautionary approach to environmental challenges.

- Environmental policy.
- ISO 14001 environmental management system.
- Remote working policy.

### Principle #08

Undertake initiatives to promote greater environmental responsibility.

- Environmental policy.
- ISO 14001 environmental management system.
- Remote working policy.

### Principle #09

Encourage the development and diffusion of environmentally friendly technologies.

- Environmental policy.
- ISO 14001 environmental management system.
- Remote working policy.
- Digital road map and strategy.

## Anti-corruption

### Principle 10

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

- Code of business conduct.
- Mission, vision and values.
- Integrity hotline.
- Blacklisted countries policy.
- Supplier relationship policy.



# Human rights

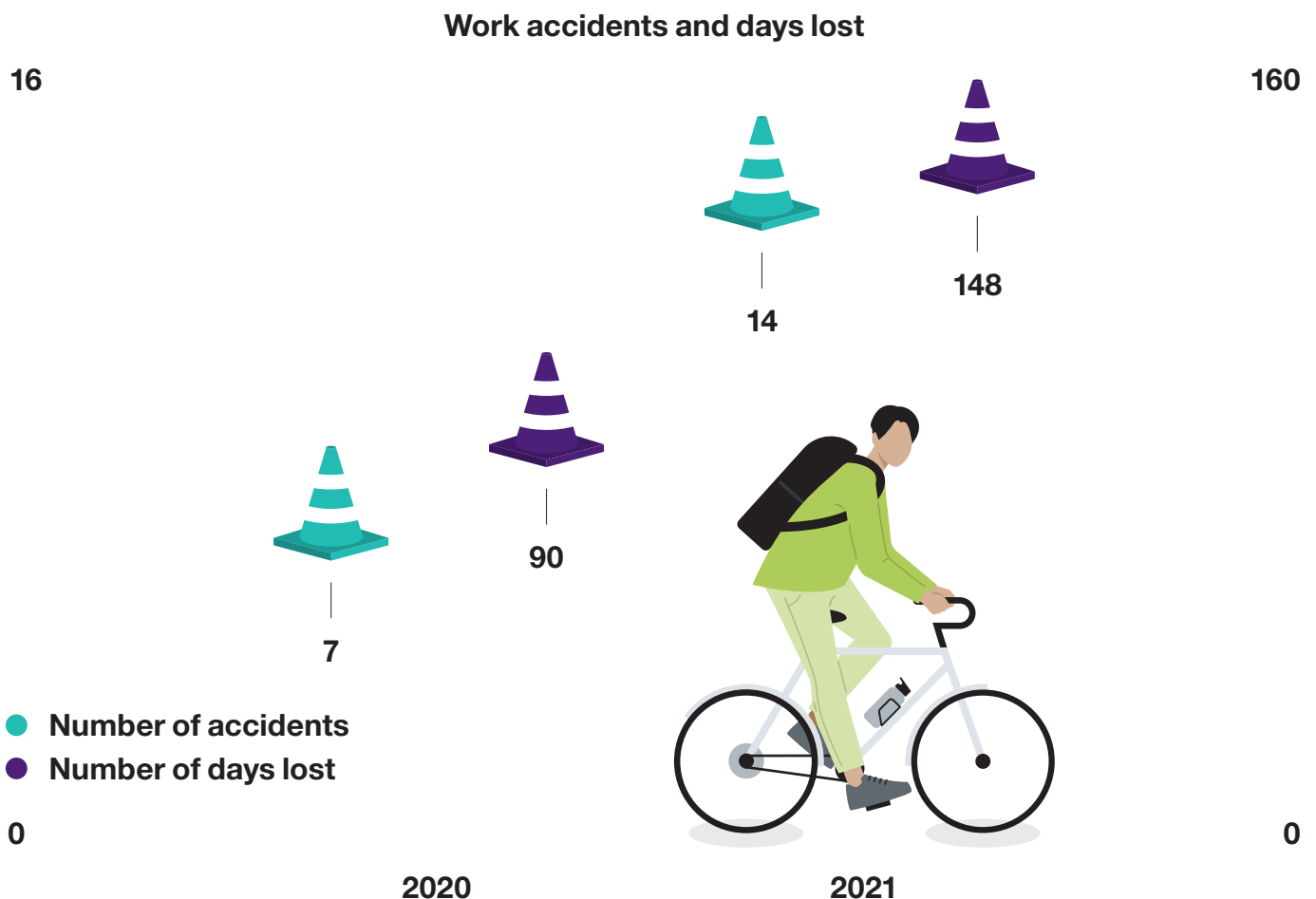
## Health and safety

### Work accidents and days lost 2020 and 2021

Staff welfare is our key concern. Appropriate programmes, such as health and safety training and supporting processes, have been implemented. Until 2021, we have prided ourselves on the consistent reduction in accidents and days lost so we are dismayed to see this sharp increase. A root cause analysis has been undertaken by management to ensure that next year there is at least a corresponding reduction in the number of accidents. Santa Fe aims to continually reduce accidents and days lost to zero.

## Staff wellbeing

In 2020 and 2021, the work-life balance for our staff drastically changed because, except for a small number of essential staff, such as those in the warehouse, working from home. A survey undertaken in 2021 Q2 concerning the London headquarters relocating to new premises showed that staff did not wish to return to the office on a five-day to week basis as was the norm before COVID-19. We have therefore implemented a hybrid system of working with staff being able to attend the office on a flexible basis.



## Labour rights

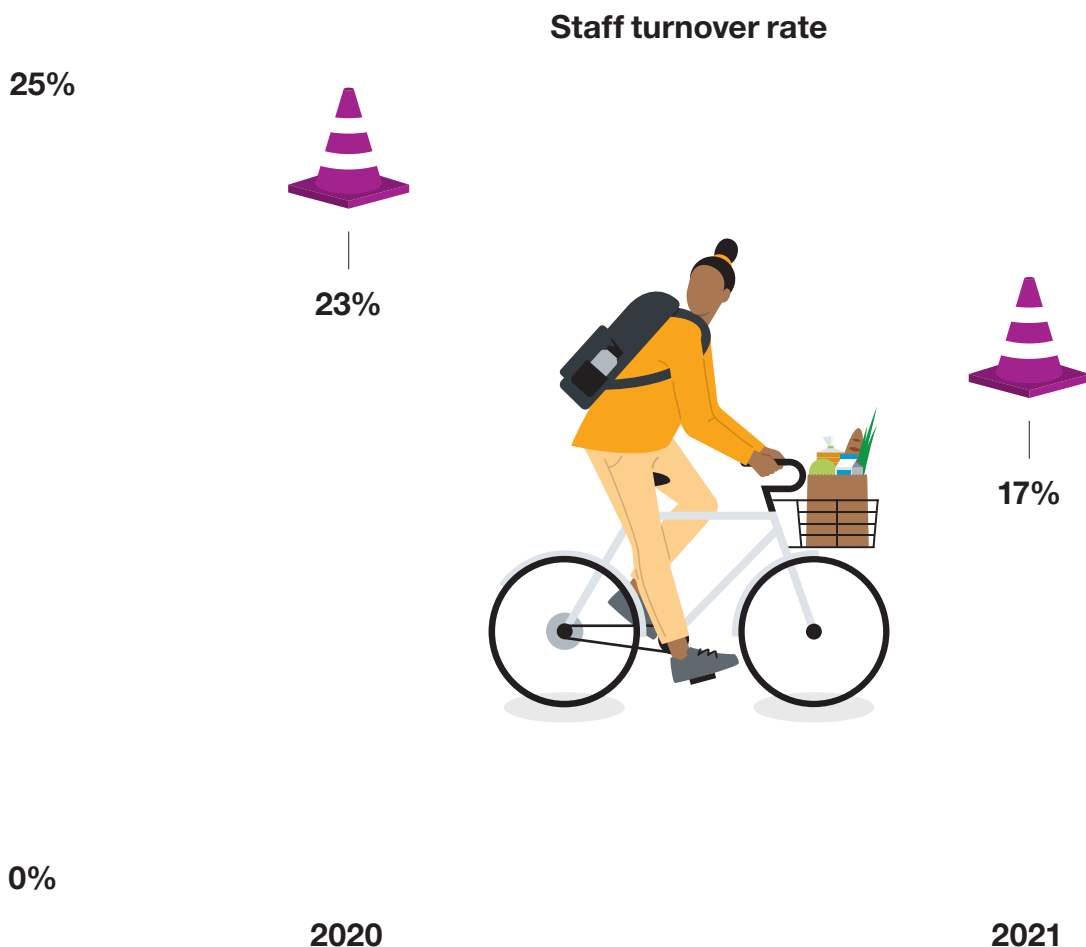
Our number one asset is our staff and in 2020 and 2021 our focus has been on their well-being and ensuring they feel valued and appreciated.

### Our people development programme implemented the following

- Recruiting internally wherever possible.
- Making staff aware of internal vacancies and opportunities.
- An internal mobility policy.
- A re-energising the diversity, equality and inclusion programme.
- An improved performance review process.
- A mentoring programme.
- Talent management.
- Increased job-related training.

### Staff turnover

In 2021 the staff turnover reduced by 6% to 17% from the previous year of 23%. We firmly believe this reduction is a result of our people development programme. Our target is to maintain a turnover rate of no more than 20%.



## Labour rights *continued*

### Gender ratio

#### All staff

The ratio of male to female staff evened out slightly in 2021, with the ratio of male staff increasing by 2% to 47%. Our objective remains that the female and male balance should remain roughly equal.

#### Middle management

The female ratio of middle management has increased to 57%. We are pleased that our female staff can progress to middle management. However, our target is that the ratio between females and males should not grow wider. In the coming years, it reduces marginally to be approximately equal.

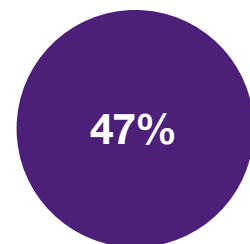
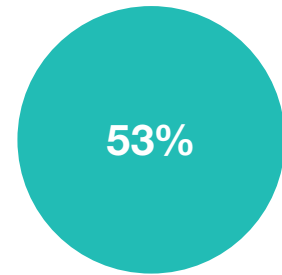
#### Senior management

The number of female staff in senior management remains low. The slight improvement in 2021 was due to a reduction in senior staff. The historical reason for the low ratio is unclear. However, we do wish to change it actively.

**We have already taken  
steps to improve diversity  
—balance is best**

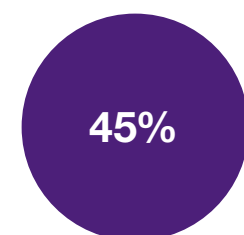
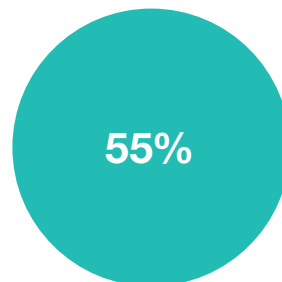
### All staff ratio

2021



● Female  
● Male

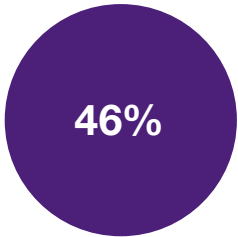
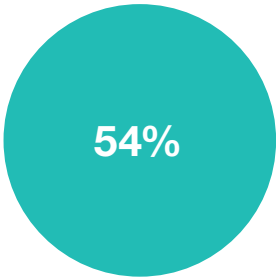
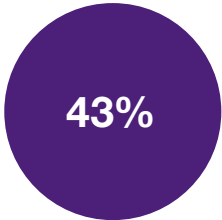
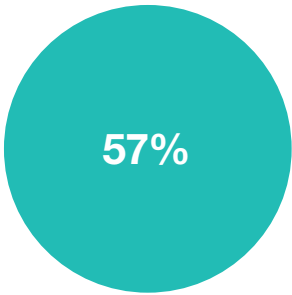
2020





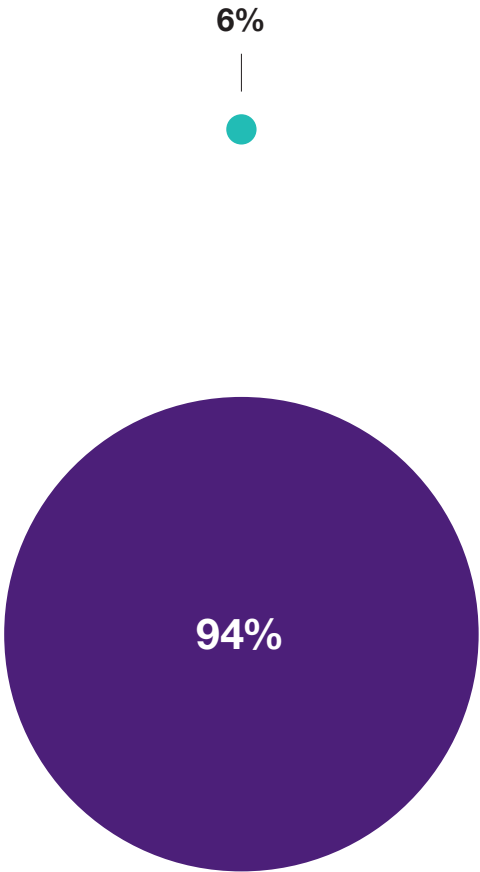
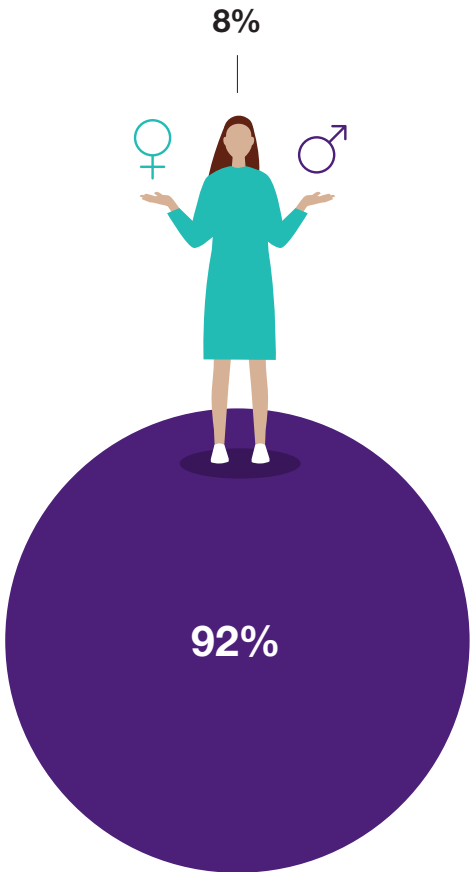
Middle management ratio

Senior management ratio



2021

2020



## Labour rights *continued*

### **FAIM Plus certified**

The FAIM Plus quality certification is the most prestigious quality certification in the international moving and relocation industry.

### **Employee engagement**

#### **Thrive at work survey**

The average score from the survey fell from 3.77 to 3.63 from 2020 to 2021. Although we are disappointed by this it is perhaps not surprising given the difficulties and pressures that the business and staff have been under in the past year.

#### **Weekly management updates**

A weekly management update is emailed to all teams and made available via Yammer to ensure all staff are informed and aware of key issues.

#### **Mandatory training**

In the past year, all staff have to undertake compulsory training in crucial areas, including anti-bribery and corruption, data protection/ cyber security, ethical code of business conduct, equality and diversity, whistleblowing and anti-money laundering.

#### **15 hours of personalised training**

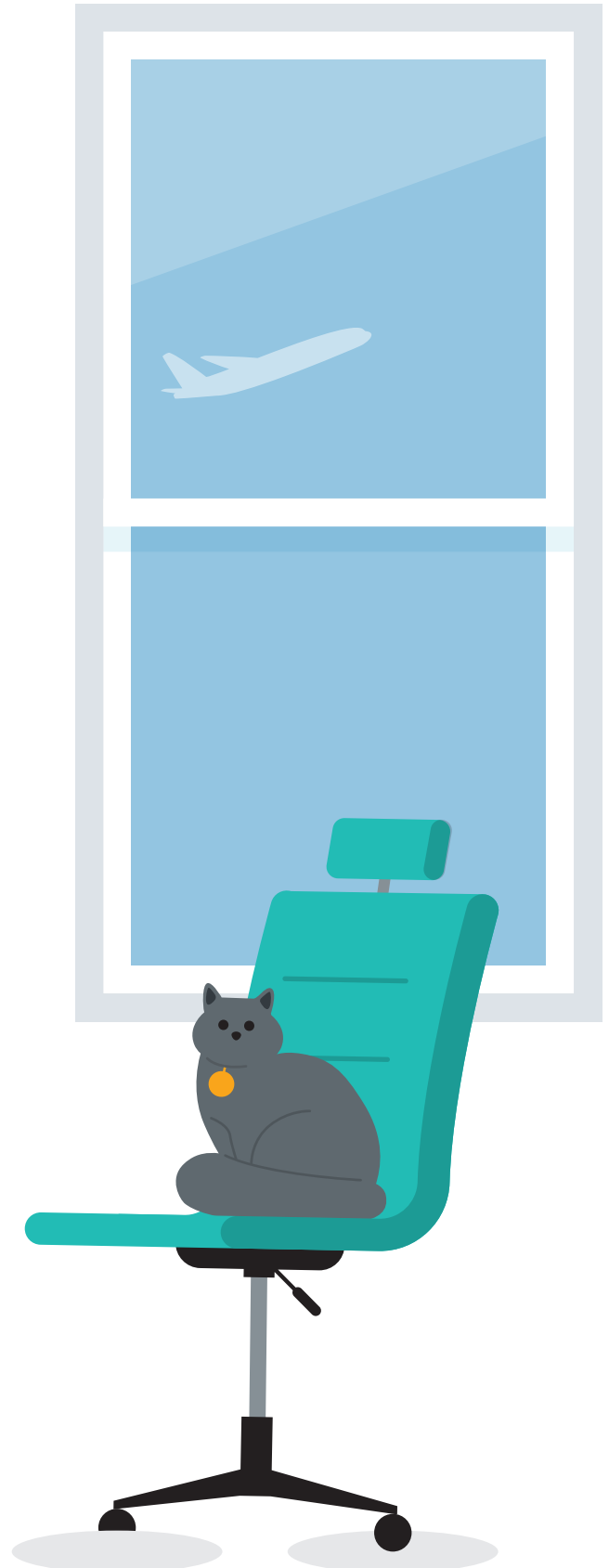
In addition, to the compulsory modules, staff are required to undertake an additional 15 hours of training of their choice from a catalogue of literally hundreds of courses. A training newsletter is sent every month to staff with training suggestions.

#### **Santa Fe give back**

As part of our ESG and people development initiatives, we have implemented a policy to allow all employees to use one day per year to support charitable good causes.

#### **Pets at work**

Research from many studies shows the benefit of having employees bring their pets to the office. Therefore, we are trialling a pets in the workplace policy.



## Environment

### UN Global Compact

In 2009, Santa Fe became a participant of the UNGC to show support for the ten UNGC principles and to guide our CSR strategy. In 2021, we will enhance our CSR commitment by moving to an ESG strategy to make our efforts measurable.

### Electrical supply to Santa Fe offices

The majority of Santa Fe offices use a green electricity supplier. We aim to move all offices to a green supplier where that is feasible.

### Paperless office

The Santa Fe paperless office initiative was introduced in 2019 to help reduce the amount of paper we use and save trees.

### Green versus standard offices electricity suppliers



## Environment *continued*

### Green service options

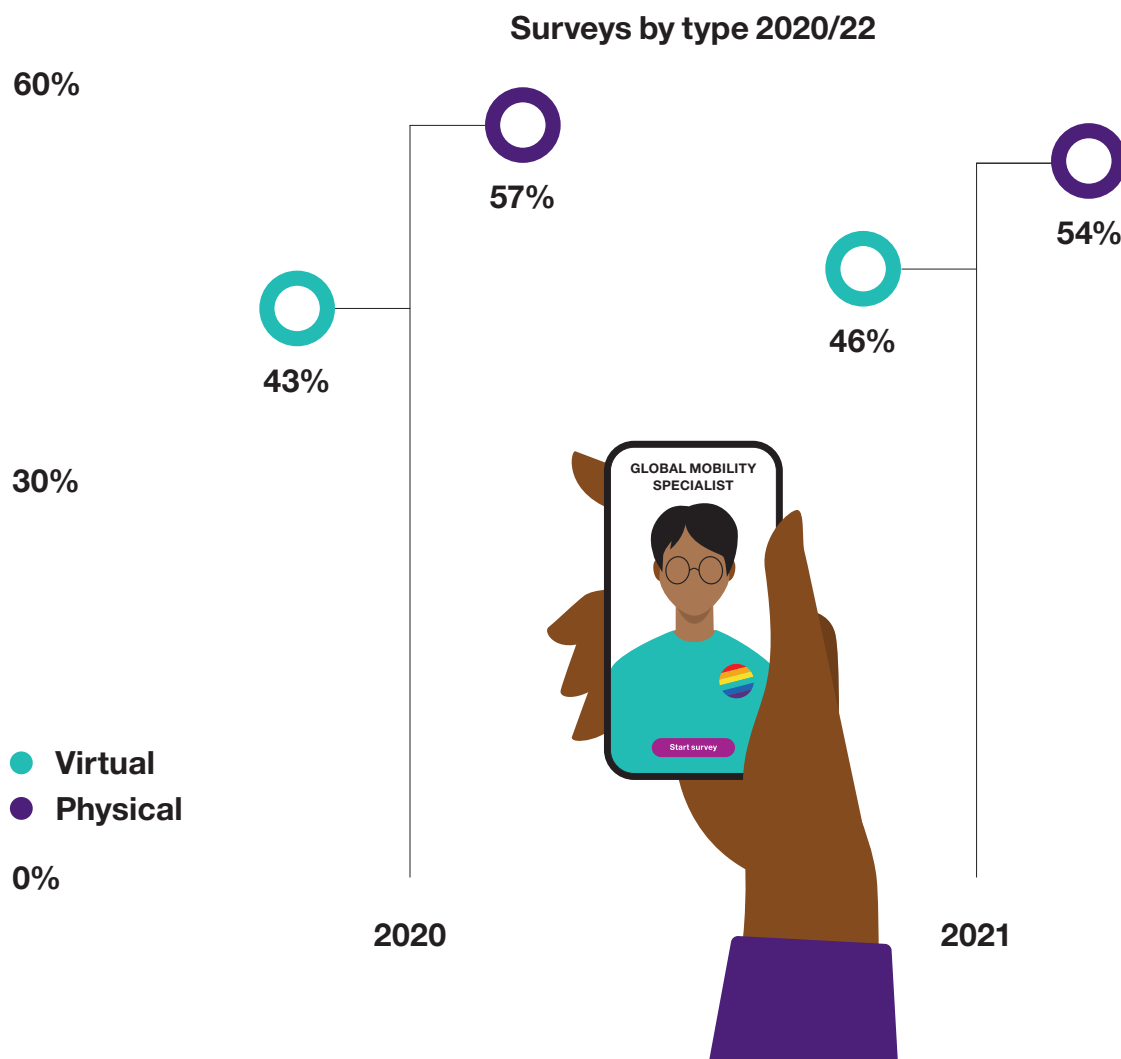
Since 2015 our destinations services team have been providing a number of green services and initiatives where it has been possible, including:

- Dubai, UAE—The Sustainable City.
- Seoul, South Korea—Green belt.
- Cape Town, South Africa—Sustainable housing and electric vehicles.
- Madrid, Spain—Environmentally friendly transport.

In addition, this year, the team have identified a wide range of green service options, including home search, orientation, settling-in and departure services. Our objective is to offer these options to our clients in the destination countries where they are available.

### Virtual surveys

Undertaking virtual surveys helps to reduce our CO2 emissions. Our objective is to continue the growth of virtual surveys. The next milestone is to reach 50%.



## We remain ISO 14001 certified

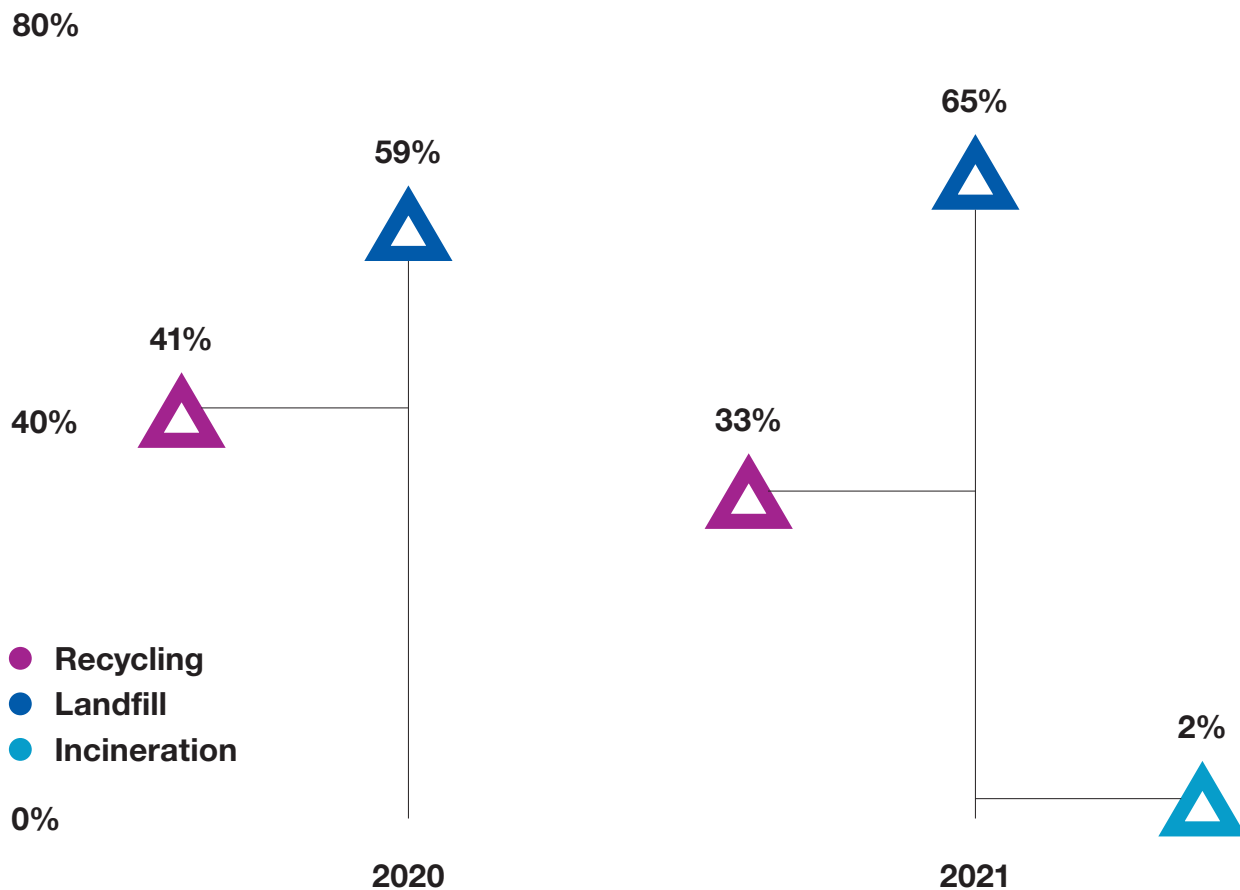
The requirements of ISO 14001 are an integral part of the European Union's eco-management and audit scheme (EMAS). EMAS's structure and material demand performance improvement, legal compliance and reporting duties.

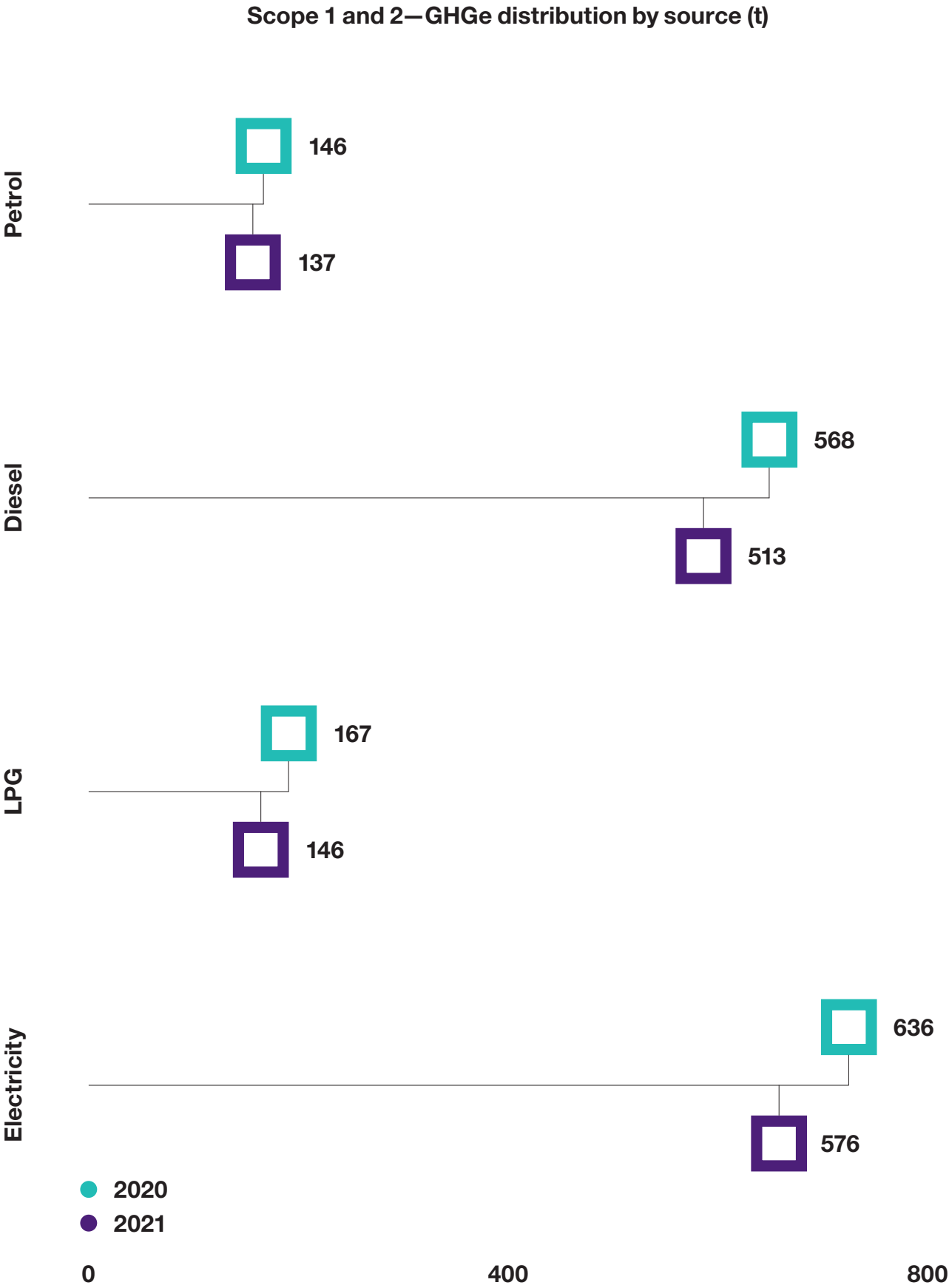
## Waste management

Our moving services are heavily reliant on natural resources, particularly materials such as paper, cardboard and plastics. We continued our efforts in reducing waste by the application of our reduce-reuse-recycle philosophy. We are also looking to find alternatives to plastics.

In 2021, as part of our restructuring initiative, it was necessary to close several offices. As a result, many items were not possible to recycle. Consequently, there was a temporary reduction in the percentage of items recycled.

Waste distribution 2020/22





### Tree planting initiative

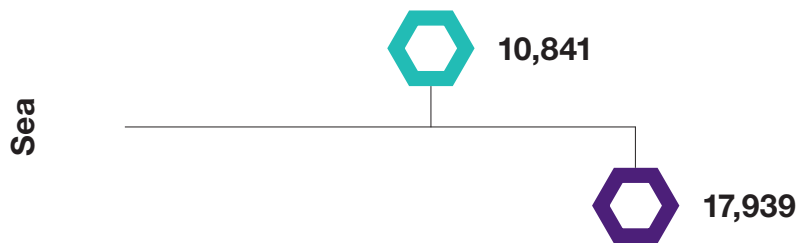
In 2020 we started a tree planting initiative to help offset some of our CO2 emissions. In 2020 we planted 500 trees. This increased to 1,667 in 2021.

### Scope 1 and 2—GHG

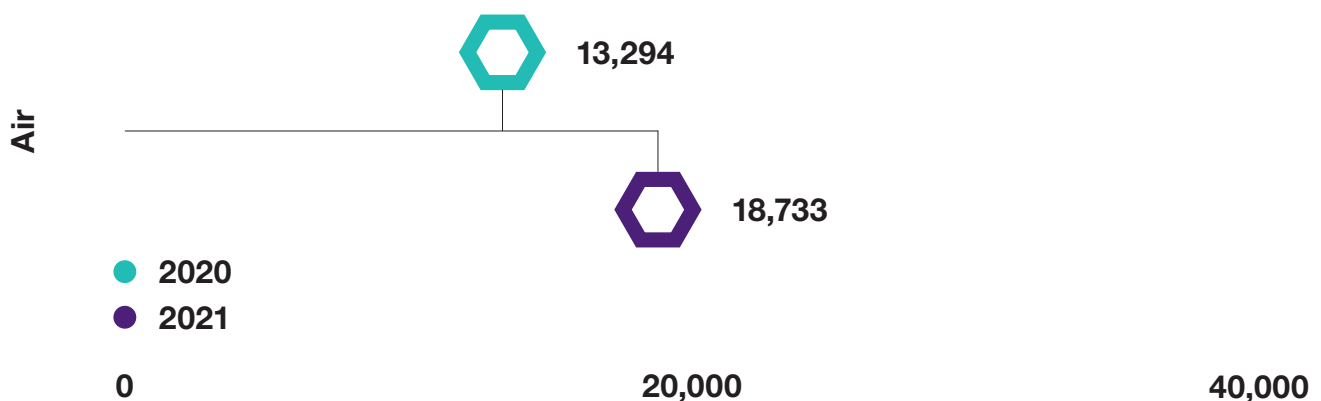
Scope 1 and 2 GHG emissions are those we have direct control over. In 2021 emissions from each source were reduced compared to the previous year, with a total reduction of 10%, saving emissions of 146 tonnes.

### Scope 3—Third-party sea and air transport

2021 saw an easing of border controls that governments implemented in 2020 to control the COVID-19 pandemic. This led to an upturn in business, which led to an increase in the use of third-party sea and air transport. We are working with our clients to reduce the volume of household goods their employees take when they relocate.



### GHG Scope 3—Third-party sea and air transport



# Anti-corruption

## Anti corruption standards

### All Santa Fe employees are expected to

- Apply a zero-tolerance approach towards corruption, extortion and bribery.
- Behave honestly, be trustworthy and set a good example.
- Do not pay or accept bribes in any form.
- Do not accept or provide gifts, invitations or other advantages which could create a possible conflict of interest.
- Do not engage directly or indirectly in fraud against any of our partners or government entities.
- Do not engage in directly or indirectly in bribery.

### Anti-bribery corruption training

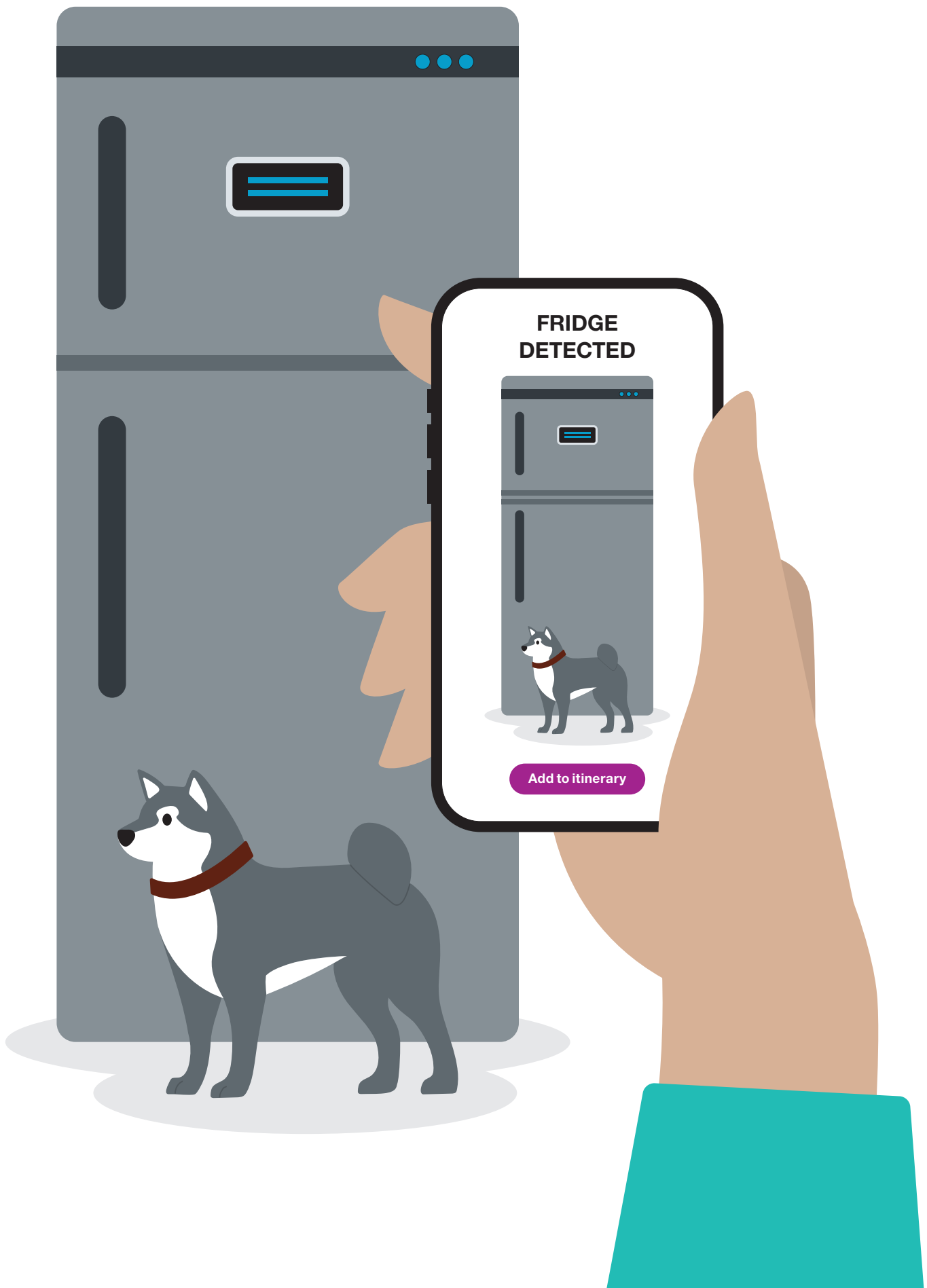
All our staff undertake anti-bribery corruption training and sign-up to a code of business ethics. Our target remains that all staff will undertake such activity.

### Integrity hotline

Where staff or other stakeholders believe there has been a breach of our code of business conduct but for whatever reason, do not feel comfortable in approaching Santa Fe management directly, we have an independent integrity hotline. There is a formal process involving senior management to follow up on any call to this hotline to ensure that any issues are investigated and addressed.

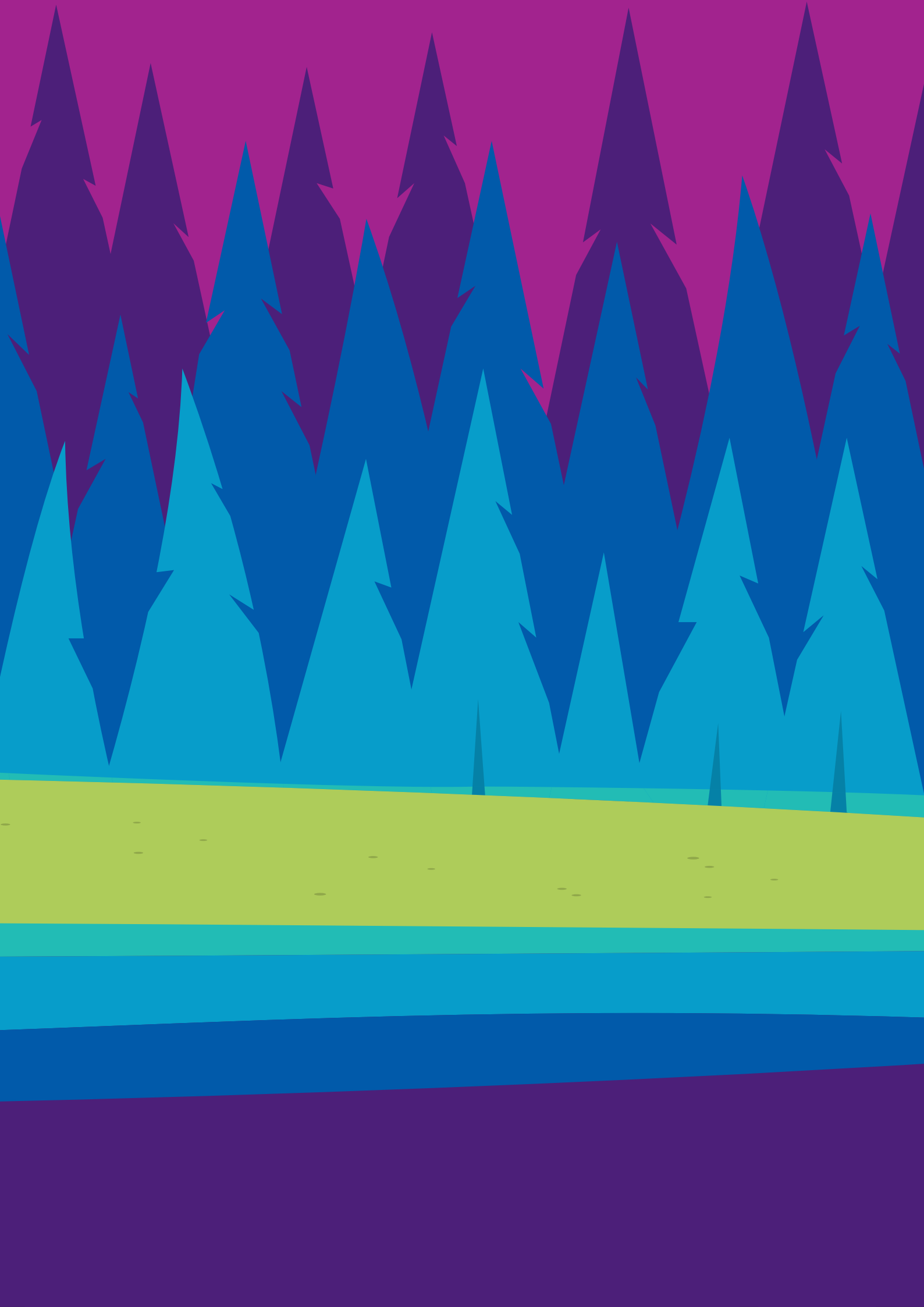








**Global Mobility for a better world**



# 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, their employees and their families to relocate and settle in new places. These services are delivered to a consistently high standard, locally and globally, through our own operations and approved partners. Visit [www.santaferelo.com](http://www.santaferelo.com).

## Environmental Responsibility

As outlined in our Communication on Progress report, we take our environmental responsibility very seriously. We always aim to use printers that are FSC certified. This means that the printer purchases and uses wood, paper and other forest products produced from well-managed forests and/or recycled materials. If you have received this document electronically, please consider your environmental responsibility before sending to print.