



# SUPPORTING A MORE SUSTAINABLE FUTURE

SITA GROUP CSR REPORT 2021



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# OVERVIEW

## CEO STATEMENT

“ Being a responsible, environmentally sustainable business makes us a better business. We are centrally positioned in the air transport industry to help tackle the net-zero agenda of airlines, airports, and other key stakeholders. Innovation is at the heart of what we do. We are investing in the development of cutting-edge technology to meet the evolving needs of the industry. ”

**David Lavorel**  
CEO, SITA



## WELCOME TO SITA'S CORPORATE AND SOCIAL RESPONSIBILITY REPORT

I am delighted as the new CEO of SITA Group to present our 2021 CSR Report charting our progress on our five strategic priorities: a responsible business, our people, our community, environmental action, and sustainable aviation.

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Globally, 2021 will go down in history as the year we all started to learn to live with COVID-19, including the disruption of emerging variant outbreaks. 2021 also marked several important milestones for SITA. Our border management business celebrated its 25th anniversary of helping governments manage their borders safely. WorldTracer®, a solution that has established itself as an indispensable tool in helping over 200 million passengers trace their mishandled bags over the decades, also marked its 30th anniversary.

Though challenges remain for the aviation industry, the year has shown positive signs of recovery with steady growth in travel volumes. SITA has continued to support the industry to adapt to a new reality with solutions to better cope with the virus, including an acceleration towards digitalization.

Importantly, 2021 was a year when climate action gained momentum. Consequently, the aviation industry responded by stepping up its decarbonization plans, making net-zero by 2050 commitments. As an active sustainability player SITA further ramped up its focus to support a greener industry recovery.

## OUR CSR PERFORMANCE

Our CSR actions are aligned with the UN Sustainable Development Goals and United Nations Global Compact principles. Despite the continued challenges of COVID-19 on our industry, we have made solid progress with concrete actions, providing value for all our stakeholders, including our employees, customers, members, suppliers, and industry partners.

We have continued to prioritize the well-being of **our people**, achieving an 88% score for sustainable engagement in SITA's annual employee survey. We supported **our communities** around the world suffering from climate and health disasters through employee volunteering and investing in community programs that increase access to education, health, and economic empowerment of disadvantaged groups.

As a **responsible business**, we made further process enhancements around ethics, data security, and expanding sustainability requirements in sourcing decisions. We are also embedding environmental, social, and governance (ESG) in our business strategy to make us a better business.

## TAKING ENVIRONMENTAL ACTION ON CLIMATE CHANGE

We stepped up efforts to reduce the environmental impact of our and our customers' businesses during the year. We helped our airline and airport customers decrease their emissions and improve operational efficiency through our technology. We also created new partnerships, delivered new market-ready solutions, and acquired aviation safety and efficiency specialists, Safety Line.

From a company perspective, I am delighted that the decrease in our operational emissions led us to be awarded CarbonNeutral® company status, one year ahead of our original pledge.

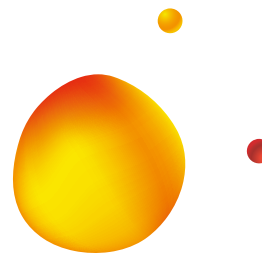
## LOOKING FORWARD

We are uniquely positioned to help the air transport and broader travel industry meet the challenges of today and tomorrow. In line with the aviation industry's 2050 climate commitment, we will also be setting new science-based targets next year to reach net-zero emissions by 2050.

I want to thank our employees, customers, and partners for the critical role they played in 2021. Our SITA teams have shown great resilience and commitment through the challenges over the year. I am truly honored and excited to lead SITA forward to achieve our goals for 2022 and beyond.

**David Lavorel**  
CEO, SITA





## HIGHLIGHTS AND ACHIEVEMENTS



Signing our first incentivized sustainability-linked revolving credit facility with Barclays reflecting financial confidence and the company's commitment to sustainability



**43%** of overall **emissions reduced** versus 2019 baseline



Made our Digital Travel Declaration free of charge to governments for 12 months to support the recovery of travel



A certified **CarbonNeutral®** company under The CarbonNeutral Protocol



A **Net Promoter Score (NPS) of 41** reflects solid performance and customer experience



Developing and investing in sustainable aviation solutions to support customers, including acquiring Safety Line and signing a memorandum of understanding with Envision Digital



An **88% 'sustainable engagement' score** in our annual employee survey\*



Recognized as a Sustainable Development Goals good practice example by the United Nations Department of Economic and Social Affairs for our Planet+ program



A score of **88% for inclusiveness** in our annual employee survey



Winner of the World Finance's 'Most Sustainable Company in the Aviation Communication Technology Industry – 2021' Award



Maintaining support to 4,500+ students and young people through our community programs despite the ongoing global pandemic



Included as an 'outstanding example' at the UN High-Level Political Forum on Sustainable Development

\* Sustainable engagement measures employee engagement or organization connection (not to be confused with environmental sustainability). The results are from SITA's annual employee survey in February 2022, pertaining to employee experience in 2021.

# OUR ORGANIZATION

## ABOUT SITA

SITA is the air transport industry's IT and communications provider, delivering solutions for airlines, airports, aircraft, and governments. We are a privately held membership-owned organization with over 400 active members from across the air transport community.

### Our employees

Our 4300+ employees\* are based in offices and airports in 123 countries. Our 10 largest offices are in Atlanta, Montreal, London (2), Delhi, Singapore, Geneva, Prague, Letterkenny, and Dubai. We have two command centers (Montreal and Singapore) and five key service desks supporting our customer operations worldwide.

\*Permanent, fixed term contract and student employees, not including subsidiaries like CHAMP.

### Our customers and solutions

SITA serves over 200 countries and territories. With around 2,500 customers, SITA's solutions drive efficiencies at more than 1,000 airports, while delivering the benefits of connected aircraft to customers of 17,000 aircraft globally. SITA also provides IT solutions for over 70 governments to strike a balance between secure borders and seamless travel.

### Our vision, culture, and values

SITA's vision of 'Easy and safe travel every step of the way' is supported by focusing on industry collaboration, operational excellence, and the seamless passenger journey. Our four values, 'Be our best', 'Step up for the customer', 'Do it together', and 'Keep it simple', guide our employees in how they work. Our performance evaluation and employee recognition awards reinforce these values.

NEARLY EVERY PASSENGER TRIP IN  
EVERY CORNER OF THE GLOBE RELIES  
ON SITA TECHNOLOGY





**1,700**  
strong global  
team of service  
professionals and  
field engineers  
'on-the-ground'  
24/7/365



**95%**  
of international  
destinations are  
served by SITA



**2,500+**  
airlines, airports,  
ground handlers and  
governments, all  
working closely with  
SITA



**200+**  
countries and  
territories  
served by SITA



**1,000+**  
airport footprint



**70+**  
years of air travel IT  
and expertise



Nearly every  
passenger trip in  
every corner of the  
globe relies on SITA  
technology



Almost every airline  
and airport in the  
world is supported  
by SITA



## 2021 IN FOCUS

### SITA's HR team priorities in 2021-2022 and into the future: navigating through change as COVID-19 continues



Adapting SITA's **ways of working** while keeping employees **safe**, well, and **connected**.



Supporting **learning** across the organization as a driver of business **performance** and **growth** for SITA.



Driving **diversity** throughout SITA, to ensure the company is **smarter**, more **agile**, **resilient** and **innovative**.

### SUPPORTING EMPLOYEE WELL-BEING, DEVELOPMENT, AND INCLUSION

With the continued impact of COVID-19 during 2021, SITA's management team continued to prioritize support for our employees. This support included introducing a new hybrid working pattern, driving engagement initiatives, and focusing on safety and well-being.

With the recovery of the industry underway and to help support the success and growth of the business in 2022 and beyond, SITA has focused on creating quality learning streams by profession and commenced a new training program for all people managers.

Driving diversity, equity, and inclusion remained a top priority, with increased efforts to build greater awareness activities, and drive equitable organizational practices and an inclusive culture.

See '**Our People**'

### SHIFTING TO DIGITALIZATION AND SUSTAINABLE AVIATION FOR THE INDUSTRY'S CONTINUED RECOVERY

To support the recovery and industry priorities for digitalization and sustainability, we launched new and evolved existing solutions and entered into new partnerships.

See the '**SITA Activity Report 2021**' for more on SITA's digitalization agenda and see '**Sustainable Aviation**' in this report.

## ACHIEVING CARBON NEUTRALITY THROUGH PLANET+

Despite the continued challenges of 2021, we continued our focus to reduce our environmental impact through our Planet+ program. We achieved a key milestone: becoming a certified CarbonNeutral® organization in 2021, one year earlier than planned. We also maintained our ISO 14001 certification in seven of our offices. See **'Environmental Action'**.

## COMMUNITY COMMITMENT

We continued to support our community programs in 2021, including dedicated programs in Africa and mandatory and voluntary CSR commitments in India and South Africa, respectively. SITA's Air Transport Community Foundation continued to support the same number of students in 2021 as in 2019, the year prior to the COVID-19 outbreak.

Our employee volunteering and fundraising program also supported a wide range of local charitable activities and events, including for communities suffering from climate and health disasters in 2021. For example, our employees in Belgium supported relief efforts following the floods in Liège, and our employees in India provided COVID-19 support for fellow colleagues struggling to get medical assistance. See **'Our Communities'**.



# STAKEHOLDER ENGAGEMENT AND MATERIAL ISSUES

“ Engaging our stakeholders to embed their priorities and concerns into our CSR strategy is essential to the success of our business. ”

**Ilkka Kivelä**  
Head of Strategy and Growth Enablement, SITA



Our most comprehensive materiality assessment was undertaken in 2015, followed by annual reviews to validate the relevance and importance of our environmental, social, and governance (ESG) material issues. A new materiality assessment will be conducted in 2022.

We sought the views of our four key stakeholder groups to identify the issues most important and relevant to our business. These issues are aligned to the United Nations Sustainable Development Goals (UN SDGs) and grouped under five key areas: a responsible business, our people, our community, environmental action, and sustainable aviation.





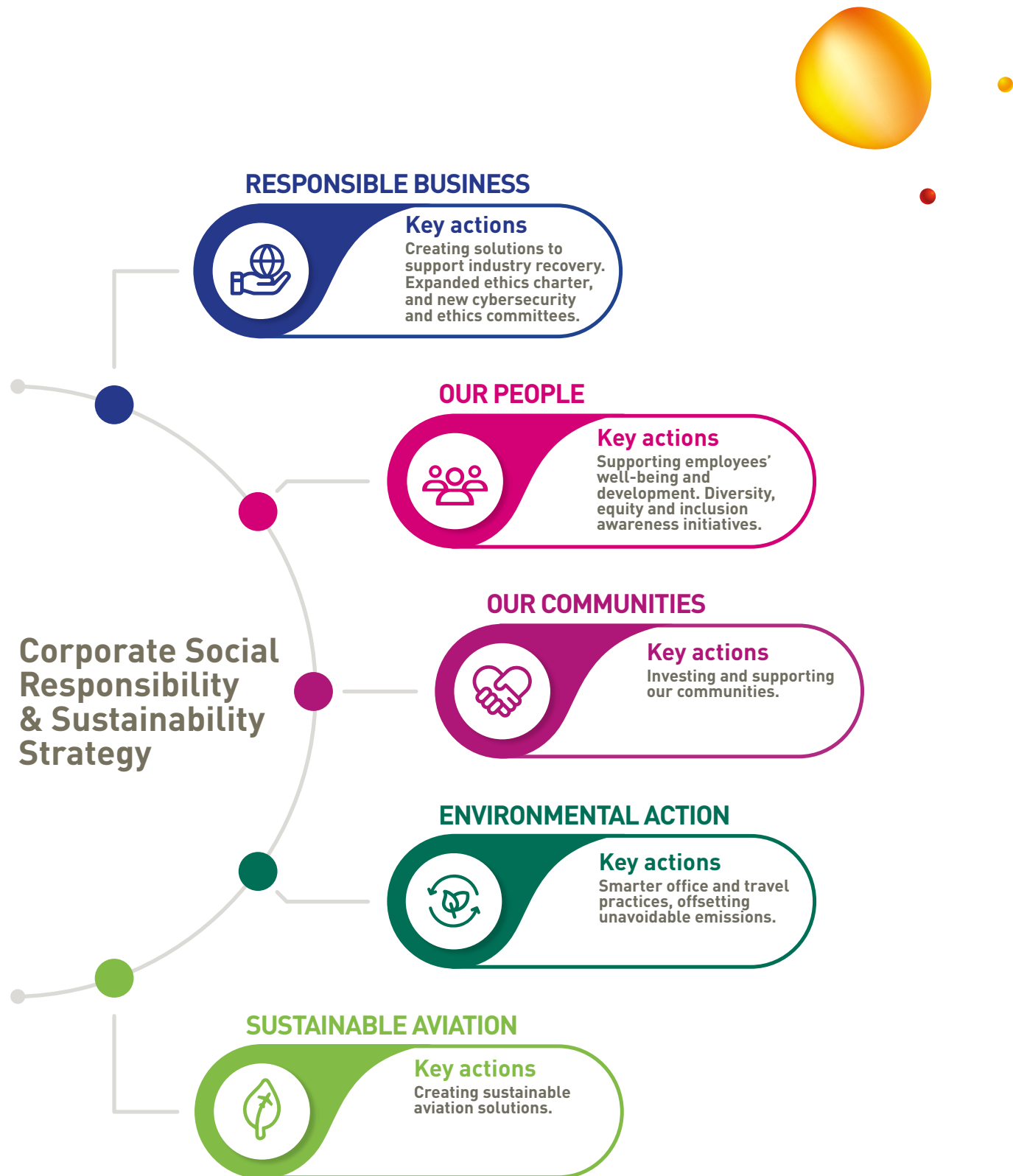
Material areas	Issues	Key stakeholders			
		Members*	Customers	Employees	Industry bodies
 <div> <div>8</div> <div>9</div> <div>13</div> <div>16</div> <div>17</div> </div>	Responsible procurement Product and services innovation Operational excellence and customer satisfaction Business integrity Data protection and information security Certification and assurance of best practices Local economic contribution Passenger health and safety	X	X		X
 <div> <div>5</div> <div>8</div> <div>10</div> <div>17</div> </div>	Labor and working practice Diversity and inclusion Employee health, safety and wellbeing	X		X	
 <div> <div>4</div> <div>5</div> <div>8</div> <div>10</div> <div>17</div> </div>	Supporting local communities Local economic contribution	X	X	X	
 <div> <div>7</div> <div>13</div> <div>15</div> <div>17</div> </div>	Reducing greenhouse gas emissions Environmental management and compliance		X	X	X
 <div> <div>7</div> <div>13</div> <div>15</div> <div>17</div> </div>	Supporting sustainable aviation goals	X	X		X
Key: <div> <div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>10 REDUCED INEQUALITIES</div> <div>13 CLIMATE ACTION</div> <div>15 LIFE ON LAND</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> <div>17 PARTNERSHIPS FOR THE GOALS</div> </div>					

#### Feedback mechanisms

We use a range of formal and informal channels to gain feedback from our stakeholders, many of which evolved to virtual channels due to the pandemic. Our feedback mechanisms include:

- SITA Annual General Assembly & SITA Council representatives at Council meetings (members)
- Various customer forums, boards, committees and user groups including Customer Advisory Boards (customers)
- Annual Customer First Feedback Survey (customers)
- Air Transport, Passenger and Baggage IT Insights research and reports (customers)
- Local town halls, regional and functional and CEO-led staff calls (employees)
- Regular dialogue and partnership meetings (industry bodies)

\* airlines, airports, airport-based organizations, and air traffic management



\* Not to be confused with environmental sustainability, sustainable engagement measures employee engagement or organization connection.

# RESPONSIBLE BUSINESS

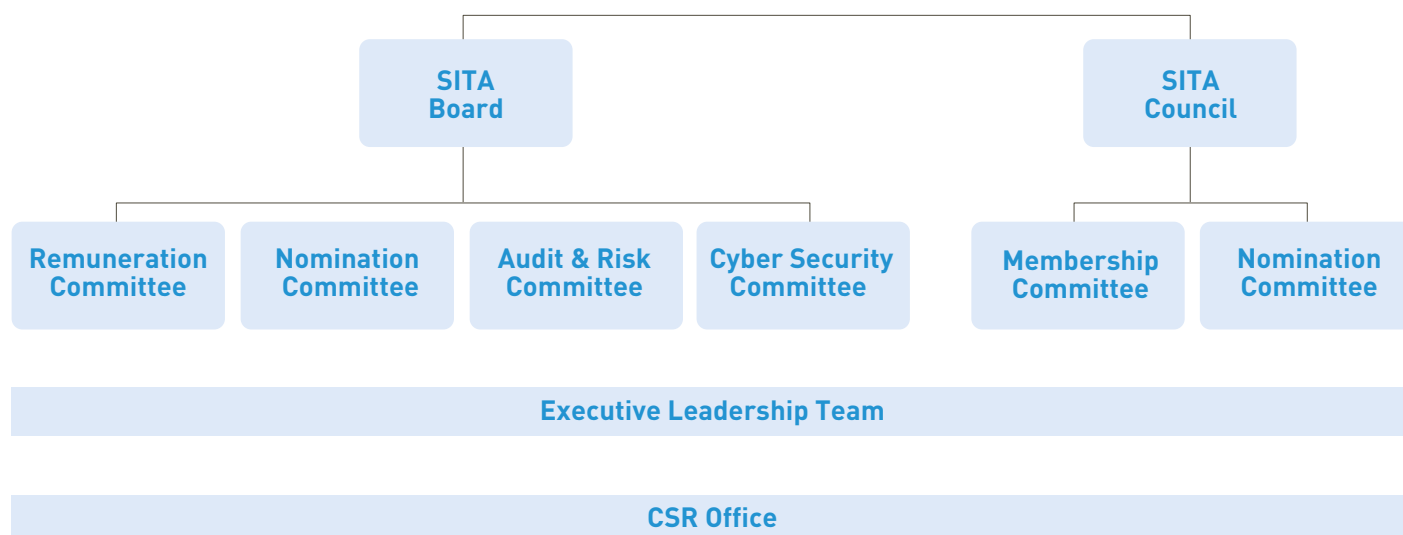
## OUR GOVERNANCE

Being a responsible business requires good governance. The SITA Board supervises the activities of the SITA Group. It has four standing committees, each with a specific focus (the Audit & Risk Management Committee, the Remuneration Committee, the Nomination Committee and the Cyber Security Committee). The SITA Council is a member-representative advisory body with two standing committees (the Membership Committee and the Council Nomination Committee).

Our Audit & Risk Management Committee and Remuneration Committee take responsibility for economic, environmental, and social topics.

Detailed information on the composition and structure of our organization as it pertains to financial and other annual reporting requirements is within the SITA Group Financial Statements, which are a supplement to the '**SITA Activity Report 2021**'.





**SITA Board:** ensures the effective operation of the company overall, including oversight of major economic, environmental, and social risks.

**Remuneration Committee:** advises the Board on matters relating to SITA-wide remuneration policies, in particular as they relate to its executives.

**Board Nomination Committee:** provides recommendations to the SITA Board on the proposed appointment of the Board's directors.

**Audit and Risk Management Committee (ARCom):** advises the Board on matters relating to financial policy as well as to the control and risk management of SITA, and reviews all risks recorded in the Enterprise Risk Register, including any related to economic, environmental, and social impacts.

**Cyber Security Committee (CSC):** supervises SITA's cyber security activities and reports to the Board at least once per quarter.

**SITA Council:** represents SITA members' interests and contributes and advises on SITA's portfolio of products and solutions for the benefit of the air transport community.

**Membership Committee:** addresses membership policy and rules, and makes recommendations to the Board on member admissions and expulsions.

**Council Nomination Committee:** recommends the SITA Council President and Deputy President.

**Executive Leadership Team (ELT):** responsible for corporate strategy, policies, and organizational structure, including those related to economic, environmental, and social impacts.

**CSR Office:** defines strategy, approach and carries out day-to-day program management, including matters relating to the SITA Air Transport Community Foundation.

## RISK MANAGEMENT

Effective risk management, including our environmental, social, and governance risks, is critical to our business success. While our employees identify and manage risks associated with their daily activities, organizational risks are formally managed at several different layers.

SITA's Enterprise Risk Management process lists key business risks, such as operational and strategic risks, as well as emerging issues. SITA Enterprise Risk Register reviews include economic, environmental, and social topics.

For each risk listed in the Enterprise Risk Register, SITA develops a risk response strategy, including a supporting action plan with roles, responsibilities, and timescales, and monitoring and communicating relevant information and progress.

At the Board level, the Audit and Risk Management Committee (ARMCom) maintains its independence as a composition of non-executive SITA Board Directors. ARMCom undertakes an annual review, at minimum, to evaluate any potential risks of any SITA policies and activities. The Head of SITA Internal Audit and Risk Management reports directly to the Chair of this Committee.

The following key roles and responsibilities are relevant to SITA's overall Enterprise Risk Management process:

Role	Responsibilities and tasks
Risk owner	<p>Usually an Executive Team Member</p> <p>Accountable for the assessment of the risk, also considering internal and external factors</p> <p>Accountable for the treatment of the risk, including risk response planning</p> <p>Provides input to Risk Management</p>
Risk management	<p>Conduct quarterly Risk Register Update with Risk Owners</p> <p>Monitor and control implementation of risk response strategy</p> <p>Maintain SITA's Enterprise Risk Register keeping it accurate and up-to-date</p> <p>Responsible for the Risk Management methodology and process and for the maintenance of the tools utilized for the risk management activity</p>
Executive Team	<p>Risk Register Review and reassessment, also considering the relation of risks to each other</p> <p>Endorse Risk Categorization &amp; Targeted Residual Risk</p> <p>Identification and endorsement of new risks and corresponding description</p>
ARMCom	<p>Exercise oversight over the company's risk management activities</p>

## OUR BUSINESS PRACTICES

SITA places the utmost importance on conducting its business responsibly, sustainably, and ethically.

We have various conduct policies and standards to guide our employees and suppliers carrying out our business to ensure legal and regulatory compliance underpinned by employee training and communications. The areas cover our operational risks, including environmental sustainability, anti-bribery and corruption, cybersecurity, gifts, hospitality and entertainment, trade, competition, data privacy, modern slavery, etc.

Our ethics-related reporting system, operated by a third-party organization, allows employees to raise or report any ethical issues. In 2021, we expanded this to allow external stakeholders to raise and report concerns too.

Our internal Artificial Intelligence (AI) ethics board, which oversees the responsible use of AI technology in SITA, developed our company-wide ethics charter released in 2021, covering data, artificial intelligence, biometrics, etc. A separate internal ethics committee was set up during the year to manage decisions and investigations around anti-bribery and corruption.



**SITA Code of Conduct**



**Environmental Policy**



**Purchasing Policy and supplier code of conduct**



**Trade Sanctions**



**Cybersecurity awareness**



**Modern Slavery**



**Our Disclosures Policy**  
(Gifts, Hospitality and Entertainment along with Conflicts of Interests)



**Reputation Management**



**Data Protection and Information Security**



**Health, Safety and Security Policy**



**Anti-Bribery and Corruption Policy**



**Ethics Charter**

WE PROVIDE OUR SERVICES AND SOLUTIONS ADHERING TO A COMPANY-WIDE ETHICS CHARTER, WHICH COVERS ASPECTS SUCH AS DATA, ARTIFICIAL INTELLIGENCE, AND BIOMETRICS.

## DATA PROTECTION AND INFORMATION SECURITY

“ Confidentiality, integrity, and availability of data, our networks, and information systems, whether used by us or those we provide to our customers, is our top priority. ”

### Mark Orosz

Chief Information Security Officer (CISO) & Data Protection Officer (DPO), SITA



SITA is committed to providing the industry with stable, reliable, and secure systems. Our security-related controls aim to ensure that information – along with the information systems that process, store or transmit data – adequately protect against malicious threats, unauthorized access, use, disclosure, disruption, modification, or destruction.

Our Chief Information Security Officer and Data Protection Officer oversees our company's information and data security, as well as the policies and programs that safeguard data. Security standards align with ISO 27001/2, which details requirements for establishing, implementing, maintaining, and continually improving an information security management system (ISMS) – the aim is to help organizations make the information assets they hold more secure. A Privacy Program covers data protection within our organization, including the General Data Protection Regulation (GDPR) for the EU and additional relevant jurisdictions.

SITA operates a Privacy by Design (PbD) framework to ensure that privacy and data protection issues are already addressed in the design phase of any system, service, product, or process and then throughout the project lifecycle.

Our security transformation journey continues to strengthen our security program through a more formalized delivery model in 2021 referred to as the Enterprise Security Improvement Program Plus (ESIP+). The enhanced ESIP+ framework demonstrates the continuous improvement and evolution of our security capabilities. ESIP+ is a perpetual delivery model that consistently drives security change across the organization, providing risk reduction through better visibility and management of security risks and vulnerabilities.

Managing data protection and information security also requires our employees to be aware of their responsibilities around secure work practices and data protection. Hence, we deliver regular awareness training throughout the year for employees.



## CERTIFICATION AND ASSURANCE OF BEST PRACTICES

We are certified to ISO and other international standards for several product and service areas. We are also committed to improving our environmental and quality management. We maintain ISO 14001:2015 certification in seven of our office locations and ISO 9001:2015 certification in five of our office locations.

In 2021, we became CarbonNeutral® certified under The CarbonNeutral Protocol framework, a rigorous framework based on the Green House Gas Protocol and managed by Natural Capital Partners, the leading experts on carbon neutrality and climate finance.



5

locations ISO 9001:2015  
Quality Management  
Systems certified



7

locations ISO 14001:2015  
Environmental  
Management Systems Certified



2


locations ISO 27001 certified



1

CarbonNeutral® certified company

## OUR SUPPLY CHAIN AND RESPONSIBLE SOURCING

 **456**  
key suppliers accounted for  
around 90% of our spend in  
2021

Our business provides IT and communications services to the air transport industry worldwide, and it relies on a large number of third-party suppliers and partners.

Our supply chain has a crucial role in what we can collectively achieve to combat climate change and create a fairer society. We recognize that the actions of our suppliers and partners can directly impact our reputation, negatively and positively. Therefore, we aim to work with suppliers who share our commitment to doing business the right way. This means acting responsibly, ethically, and sustainably, and complying with applicable laws, SITA's code of conduct, and industry practices. It includes health and safety, environmental impact, human rights, and labor.

To tackle environmental risks in our supply chain, we have standards in place covering chemical and waste management and disposal, recycling, industrial wastewater treatment and discharge, air emissions controls, permits, and reporting. We also may request additional environmental requirements for SITA design and product specifications that exceed regulatory requirements.

Forced labor or modern slavery in our supply chains is classed as low risk for SITA's operations. As a technology provider that buys and disposes of IT assets, we monitor and have strategies in place to mitigate any labor and environmental risks around the manufacture and disposal of IT assets in our supply chain. We manage supplier-related modern slavery risks via SITA Enterprise Risk Register, monitored by SITA Audit and Risk Committee.

Our proactive approach to responsible sourcing to minimize and mitigate risks within our supply chain includes:

- Robust supplier management: we expect all suppliers to follow our **'Supplier Code of Conduct'** when supplying services or goods to SITA, reinforced by contractual terms and conditions and our RFPs.
- Using tier 1 IT suppliers who accept our code of conduct obligations, and we count on specialist partners for asset disposal following global and local environmental regulations like the Waste Electric and Electronic Equipment (WEEE) Directive in Europe.
- Assessing performance and the risks of slavery or human trafficking of our key suppliers, through self-assessment.
- Vetting potential suppliers on how they are acting responsibly. This includes featuring sustainability requirements in our standard RFP requirements and part of our evaluation and selection process.
- For all new suppliers, using a third-party system to screen for 'restricted parties' such as those blacklisted for past trade with embargoed countries and the Office of Foreign Assets Control's Specially Designated Nationals (SDN) list.
- Modern Slavery is part of our annual compliance and mandatory courses for all purchasing employees, and also, to comply with the UK's Modern Slavery Act, all UK employees.
- Having an internal ethics-related reporting mechanism for employees to confidentially report any ethical or compliance issues with suppliers or business partners. In 2021, there were no reported risks of forced labor in our supply chain.

We are constantly re-evaluating our supply base and practices. In 2021, for continuous improvement, to strengthen compliance and best practice sustainability-wise, we expanded our RFP requirements to evaluate corporate social responsibility and sustainability of suppliers more comprehensively. We are also looking to deploy a solution in the future to measure and rank our strategic suppliers against formal Environmental, Social, and Governance criteria.



## OUR PRODUCT AND SERVICES INNOVATION

SITA empowers customers to overcome the challenges of today and tomorrow through innovative solutions – products and services – to bring value to the air travel community. For 2021, these areas include enabling safer, seamless, and sustainable travel, improving operational efficiencies, and the rise of inter-modality.

See the ‘SITA Activity Report 2021’ for more information.

### THE IMMENSE POTENTIAL OF BLOCKCHAIN TECHNOLOGY

Our industry requires the secure and safe exchange of data between numerous stakeholders. Using blockchain and its adjacent technologies, SITA is helping the industry streamline the exchange of data and generate new efficiencies. For example, blockchain will be key to delivering a secure, digital solution to tracking parts between the various players in the MRO (maintenance, repair and operations) sector.

In 2021, we developed a proven blockchain-based solution enabling the offline verification of an electronic personnel license (EPL) to support the International Civil Aviation Organization’s (ICAO) adoption of an industry-wide digital standard for the use of EPLs on international flights. In 2021 SITA, together with Indicio.tech and the Aruba Health Department, trialed the Aruba Health App, to make it easy for visitors to share a trusted traveler credential using blockchain-based on their health status – privately and securely on their mobile device.

## PASSENGER HEALTH AND SAFETY

SITA's remit is to respond to industry needs, including for a safe and seamless passenger experience. As a provider of a broad portfolio of technology and communication solutions to the air transport industry, including passenger and border processing, nearly every passenger journey relies on SITA's technology because nearly every airport and airline does business with us. In 2021, over 70 governments were using our border technology to process over two billion border crossings every year seamlessly.

As COVID-19 spread around the world in 2020, countries with SITA's Advanced Passenger Processing (APP) solution were able to close travel routes quickly to reduce exposure to the virus. In 2021, prompted by global vaccination efforts or containment strategies, our APP solution enabled governments to safely and selectively reopen their borders by having complete control over those who travel in and out of the country.

As recovery picked up in 2021 and new virus variants emerged, congestion at airports has been rising too, opening up risks of virus spread. New health requirements have led to more checks, bottlenecks, and flight delays. New physical checks bypass many automated passenger processes in place pre-pandemic, which are less susceptible to fraud.

To make travel easy and safe for passengers and to eliminate bottlenecks, we worked with airlines, airports, and governments throughout 2021 to make their travel processes digital, including strong identity assurance, automated, safe, and touchless or low contact.

To enable traveler authorization via more rapid checks for health certifications, we developed a solution to automate and integrate many different health pass and certificate schemes. SITA's Digital Travel Declaration gives governments, airlines, and airports swift, secure digital access to health information to verify and validate travelers can fly and have the right documentation in place.

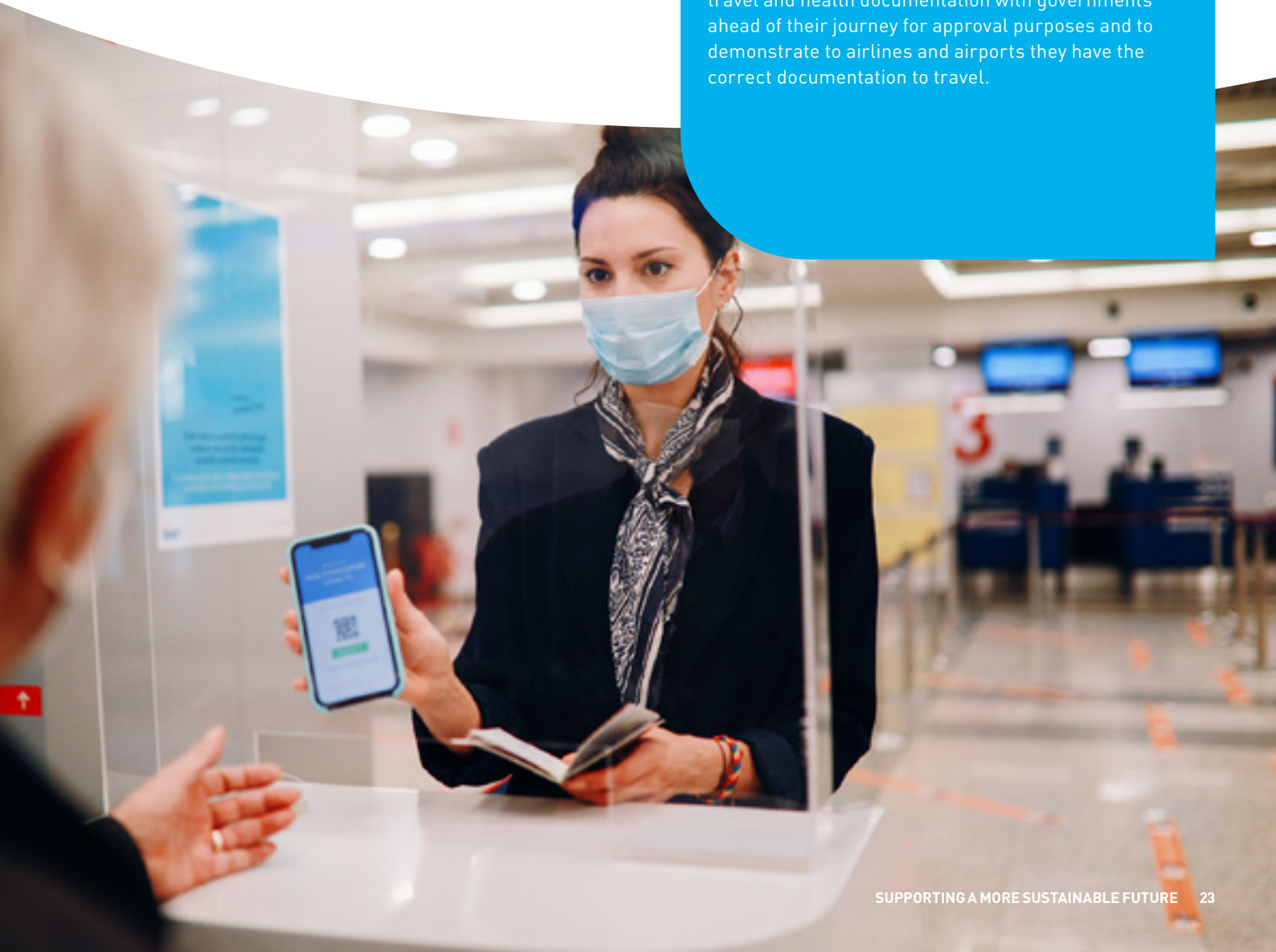


SITA's Digital Travel Declaration addresses COVID-19 health documentation requirements, but it can be used to streamline the introduction of other travel requirements, such as future pandemics, local health concerns, or more traditional security and immigration travel authorizations.

SITA is creating safe, secure, digital walk-through passenger experiences through airports around the world, such as with our contactless, biometric identity management solution, SITA Smart Path. In 2021 that included Bahrain International Airport, Ethiopian Airlines at Bole International, Frankfurt Airport, Istanbul Airport, Kuala Lumpur International, United Airlines at San Francisco International, Václav Havel Airport Prague, and a vast network of participating Star Alliance member airlines and airports.

## DIGITAL TRAVEL DECLARATION

SITA's Digital Travel Declaration solution was made available to governments worldwide free of charge in 2021 to address the inefficiencies and lack of common standards around submitting and verifying health documentation associated with COVID-19 impeding the recovery of global travel. The solution enabled passengers to digitally share required travel and health documentation with governments ahead of their journey for approval purposes and to demonstrate to airlines and airports they have the correct documentation to travel.





## OPERATIONAL EXCELLENCE AND CUSTOMER SATISFACTION

Net Promoter  
Score (NPS):

41

Projects delivered  
on-time:



84%

against our 2021  
target of 78%

Defect Removal  
Efficiency:

75%

against our 2021  
target of 74%

We support critical air transport operations everywhere, with nearly every airline and airport relying on SITA technology. We help these players better manage the complexity of their operations, processes, and data flows at the airport and for aircraft.

We provide our products with a managed service. So, we are responsible for ensuring our products and services enable our customers' operations to run without issue, as any service outages can have significant repercussions. Delivering operational excellence and a good customer experience are critical to the success of our business and our reputation in the industry to retain existing customers and attract new customers.

SITA Global Services is our worldwide customer service and operations organization for managed services. It handles operations and customer relationships, including:

- Dedicated customer success managers who manage services on behalf of customers, including providing service performance updates to customers.
- Onsite airport-based personnel to ensure mission-critical systems are operating at the highest level of performance, so operations are not disrupted (e.g. flights do not get delayed, bags do not get lost, etc).
- 24/7 service desks to provide customer support for our solutions.
- 24/7 proactively monitored infrastructure and applications to ensure consistent and high service availability.

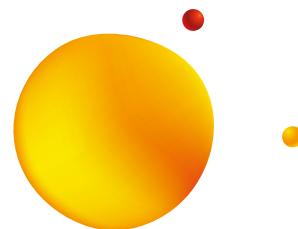
To improve customer experience, we also have a dedicated department responsible for globally monitoring customer experience and quality.

We use a series of Key Performance Indicators (KPIs) to evaluate how we perform operationally, including delivering complex projects on-time and ensuring our software defects are bug-free. In 2021, we continued to improve our operational performance KPIs on our targets (see on-time project delivery and defect efficiency removal figures).

In addition to our annual independent Customer First Feedback (CFF) survey, we also engage with our customers frequently to understand where we are performing well so that we keep doing the things our customers appreciate, and where we need to improve to address action items.

Our customer experience is measured through our net promoter score, which has also improved in 2021 (scoring 41 versus 33 in 2020). Our 2021 CFF survey revealed a positive customer experience, in particular, understanding business needs, business relationship management, products and solutions performance, customer service management, customer support, and incident handling.

Our Lean Sigma improvement initiatives, which started in 2020, continue to contribute to our high customer satisfaction and service levels through 2021.



# OUR PEOPLE

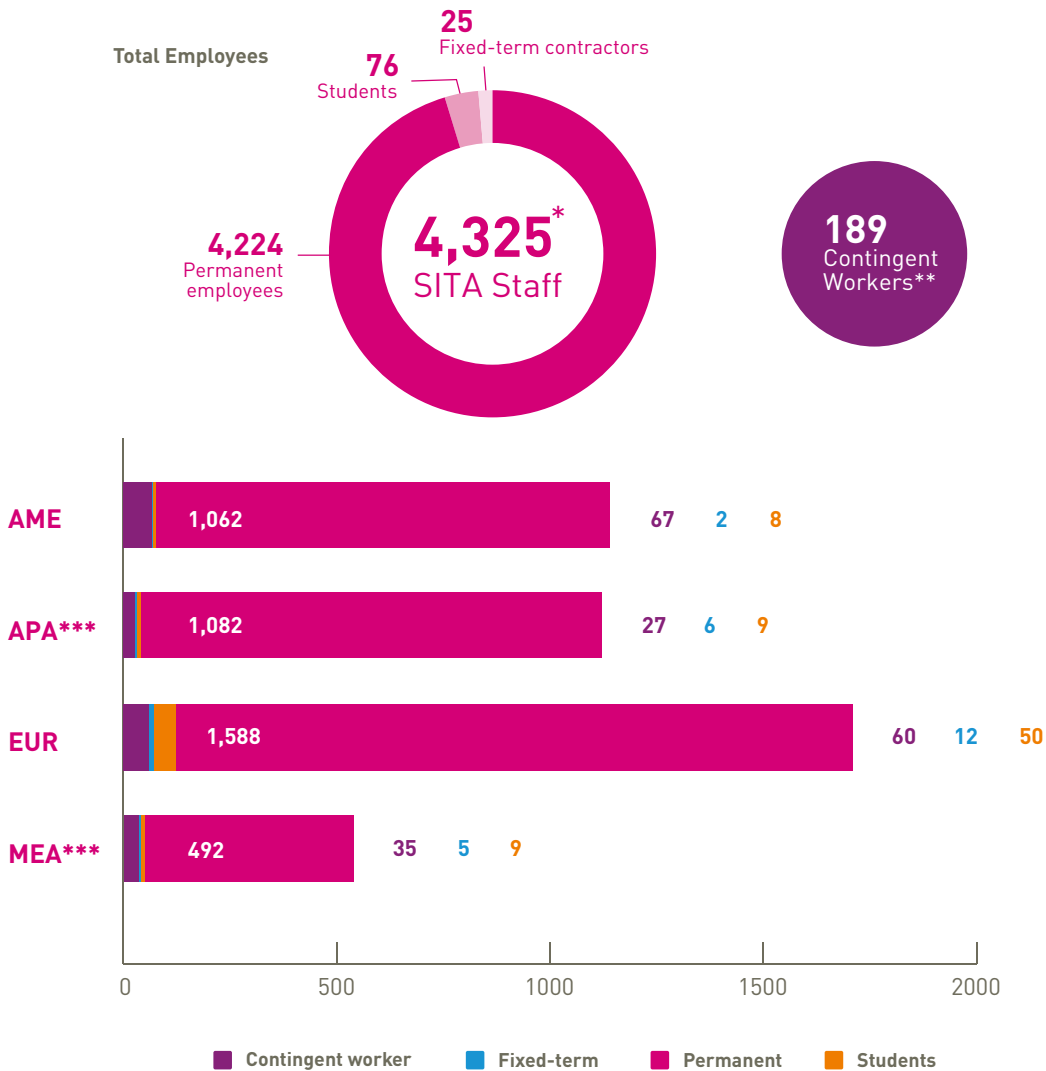
“ Our people drive the success of our business. We are committed to setting high employment standards, supporting our employees’ well-being, and creating an inclusive environment to attract and retain talent. So, I am delighted to see that we have maintained high employee experience scores on sustainable engagement for 2021.”

**Alina Ionescu**  
SVP, People Team  
SITA



Our employees are our biggest assets and are at the heart of SITA’s success. We want our employees to feel valued, and to thrive at work. We do this by investing and implementing initiatives to help improve employee health, safety, and well-being, by enabling learning and growth, and fostering a diverse, equitable, and inclusive workplace.

## A GLOBAL WORKFORCE



### Part-time working\*

2019



1.4%

of total SITA employees  
(4.5% of women and  
0.6% of men)

2020



4%

of total SITA employees  
(8.9% of women and  
2.6% of men)

2021



2.4%

of total SITA employees  
(6.6% of women and  
1.2% of men)

All figures as of 31 December 2021.

EUR (Europe), AME (Americas), APA (Asia Pacific) and MEA (Middle East and Africa)

\*Permanent, fixed term contract and student employees. It does not include workers in subsidiaries, contingent, or offshore resourcing.

\*\* We define contingent workers as including freelancers, consultants, independent contractors, and other non-permanent workers on a project-specific basis.

\*\*\* In 2021, we moved our India territory from MEA into APAC.

## CULTURAL DIVERSITY, DEVELOPMENT, AND FLEXIBLE WORKING, AND THE HIGH STANDARDS WE IMPLEMENT ARE SOME OF THE MANY ADVANTAGES OF WORKING AT SITA.

In 2020, due to the impact of the pandemic, SITA took steps to contain our overall workforce costs through a range of flexible and voluntary measures for permanent staff, reducing hiring activity, internal mobility options, and reducing contingent workers and offshore resourcing. To a lesser extent, this continued through 2021, reflecting small decreases in the number of our permanent and fixed-term workforce this year and still a higher proportion of part-time working on the 2019 numbers.

Our voluntary turnover rate has slightly increased since 2020, from 8.4% to 9%, though our voluntary turnover rate is considered exceptionally low and lower than industry norms.

With early signs of the industry's recovery from the pandemic, we continue to focus on the skills development of our existing workforce. We also reinvested in our contingent workforce for short-term skill acquisition – up 189 from 154 in 2020, though substantially lower than pre-pandemic. We continue to use offshore resourcing and outsourcing, which add to our expertise when needed in technical development, technical support and testing, and operational support for back-office activities.

Cultural diversity, development, and flexible working, and the high standards we implement are some of the many advantages of working at SITA. We meet employment and labor standards and laws everywhere we operate. We pride ourselves on attracting and integrating employees and organizations into SITA, which we have been able to do following the acquisition of Safety Line during the year. Talent development remains a major priority as SITA prepares for future organizational growth and success, particularly given the technology talent shortage experienced by many IT organizations.

### A SIMPLE KUDOS!

Appreciation goes a long way; a simple thank you can boost colleagues, empowering them to be the best version of themselves. In 2021, SITA launched a new appreciation scheme, in addition to our existing employee recognitions schemes, called 'KUDOS', to encourage in-the-moment, spontaneous 'thank yous' to show gratitude and recognize each other for living the SITA values. 6,199 KUDOS cards were sent in 2021, and 51% of our employees received a KUDOS.

### THANK YOU!

**KUDOS SARAH  
FOR BEING YOUR BEST!**

Sarah you helped the customer by fixing the root cause of the problem in hand. You could have just resolved the issue that was reported which would have been a temporary fix, but instead you fixed the root cause of the problem. Thanks for setting a great example and for inspiring us!



**SITA**



## DIVERSITY, EQUITY, AND INCLUSION (DEI)

### SITA employees, by gender\*

2019	Women 21.3%	Men 78.7%
2020	Women 21.8%	Men 78.2%
2021	Women 22.1%	Men 77.9%

### Share of overall remuneration by gender\*\*

2019	Women 22.5%	Men 77.5%
2020	Women 22.9%	Men 77.1%
2021	Women 22.6%	Men 77.4%

### Gender and generational balance\*

#### 50+ Years

2019	Women 20.0%	Men 80.0%	Overall 28.0%
2020	Women 19.8%	Men 80.2%	Overall 29.0%
2021	Women 21.1%	Men 78.9%	Overall 30.3%

#### 30-49 Years

2019	Women 20.9%	Men 79.1%	Overall 62.9%
2020	Women 21.9%	Men 78.1%	Overall 63.4%
2021	Women 21.3%	Men 78.7%	Overall 62.4%

#### Under 30 Years

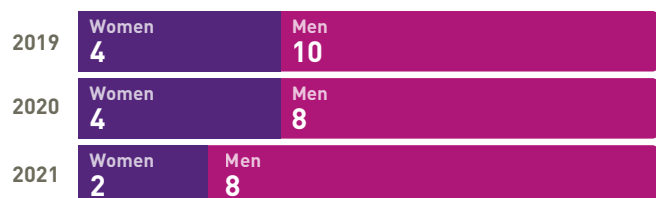
2019	Women 27.7%	Men 72.3%	Overall 9.0%
2020	Women 28.6%	Men 71.4%	Overall 7.6%
2021	Women 32.9%	Men 67.1%	Overall 7.4%

Figures are rounded to one decimal point so percentages may not add to 100 due to rounding.

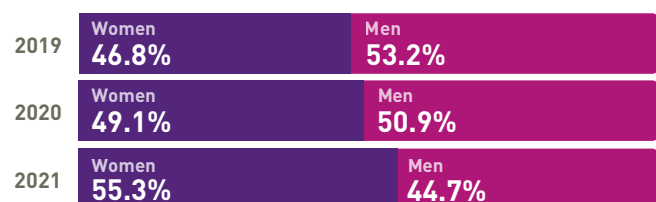
\*Permanent and fixed-term contract workers.

\*\* Excludes a small minority of permanent and fixed-term employees that are paid hourly and daily.

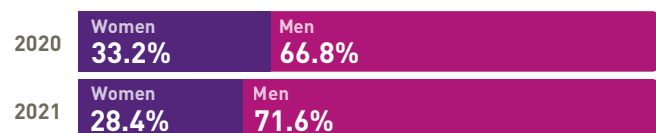
### Board representation



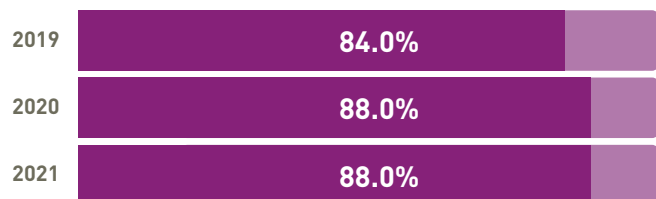
### Gender parity among students



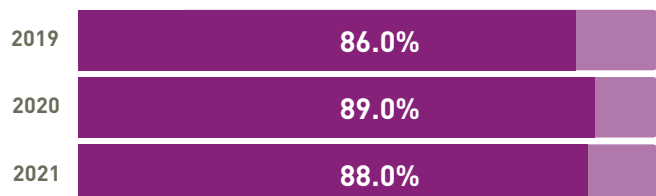
### New hires\*



### Employee experience of inclusiveness\*\*



### Sustainable employee engagement \*\*\*



Figures are rounded to one decimal point so percentages may not add to 100 due to rounding.

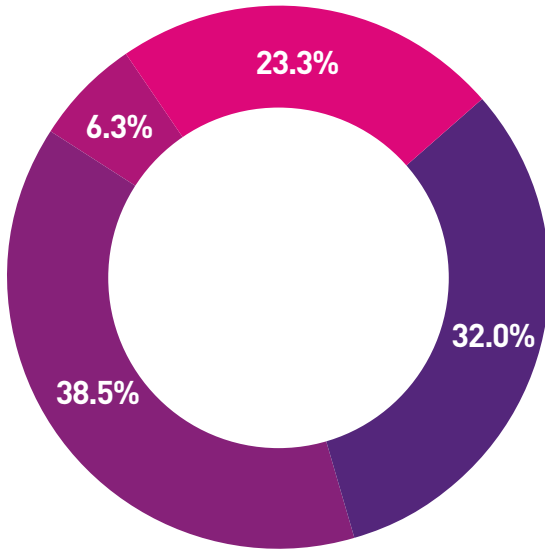
\*Permanent and fixed-term contract workers.

\*\* We retrospectively capture employee experience on topics like inclusiveness at work (i.e. sense of belonging) through our annual employee survey in the following year.

\*\*\* As above, and, not to be confused with environmental sustainability, sustainable employee engagement refers to connection and engagement with a company.

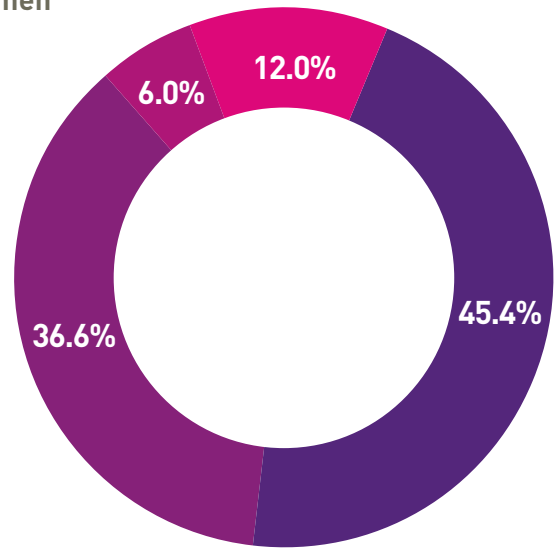
## Proportionally equal gender representation in senior roles (2021)

### Men



■ Associate
 ■ Professional  
■ Management
 ■ Leadership

### Women



■ Associate
 ■ Professional  
■ Management
 ■ Leadership

Figures are rounded to one decimal point so percentages may not add to 100 due to rounding





## OUR PEOPLE

## OUR DEI STRATEGY FOCUSES ON THREE INTERLINKED PILLARS: AWARENESS, ORGANIZATIONAL PRACTICE, AND CULTURE.

Our 4,300+ permanent, fixed-term, and student employees are based in over 120 countries, representing over 130 nationalities and 60 languages. The mix of perspectives and ideas stemming from our diverse workforce is a real competitive advantage for SITA. It allows us to work hand-in-hand with global and local customers alike, delivering innovative solutions to support their needs.

In 2021, we continued our endeavors to create an inclusive culture supported by our values. Our DEI strategy focuses on three interlinked pillars: Awareness, Organizational Practice, and Culture.

### GREATER AWARENESS

Greater awareness and understanding of our biases are essential to strengthen both individual and organizational understanding of DEI, but also to enable change to occur.

In 2021, we ran several DEI webinars for our employees to have open discussions, learn, and share perspectives, including what we are doing well and where we need to improve. We also introduced a refreshed training module for people managers on building and supporting inclusive and diverse teams.

We are also planning to introduce a training module for all our employees in 2022, partnering with a professional institute to develop the capabilities of our people to mitigate bias, and understand the role we each play in shaping an inclusive culture.

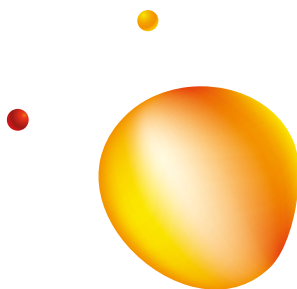
### ORGANIZATIONAL PRACTICE

Our ambition is to embed and normalize practices of equity and inclusivity in our organization.

We are committed to giving equal opportunities for all, whether employment, training, pay, or promotion. As well as meeting our legal obligations, such as reporting on compensation, we scrutinize our employment practices and data to ensure we are operating fairly. This includes hiring and pay reviews.

We have internal processes in place to support pay equity. This involves guidance from our HR teams, pay reviews and approvals by a senior manager and leadership, plus analyzing our data across different workforce segments – such as location, department, level, gender, and generation. We also share compensation data to compare it to other high-tech companies to establish market-based salary ranges and provide our employees with a competitive compensation and benefits package.

In 2021, we saw a marginal increase in our female workforce representing over 22% of our employees. Women also took a slightly higher share (22.6%) of overall remuneration. Positive results in the gender balance among younger new hires and students were maintained. We retain equal gender representation in senior roles (6% in leadership roles). The presence of women in technology roles has increased over the past year from 15.9% in 2020 to 17% in 2021. We recognize we need to improve gender diversity in talent acquisition, which will be a focus for 2022.







## INCLUSIVE CULTURE

Greater awareness and organizational practices are helping to foster an inclusive environment, where employees feel that they belong, can be themselves, and feel valued. We also have several employee-led groups focused on building a sense of community and celebrating differences in underrepresented groups such as women and younger generations. In SITA, we marked International Women's Day to support gender equality, including hosting women in leadership panels.

To help further enhance an inclusive workplace, we help graduates on our Accelerate program transition from full-time education to the working world, and operate a mentoring scheme for cross-generational learning and knowledge sharing.

We retained our high employee experience rating of inclusiveness in our 2022 employee survey reflecting 2021 experience. The score of 88% is higher than the market norm for technology companies, and on par with the best performing organizations worldwide.

## SITA AMERICAS DIVERSITY, EQUITY & INCLUSION WEEK

Following the success of a diversity and inclusion day in 2020, our teams across the Americas united virtually for a week of activities in 2021. Sessions on diversity, equity, and inclusion, were delivered in four different languages to reflect the make-up of our employees in the Americas. We engaged over 15 external experts to speak, and were joined by over 3,000 employees in the Americas and other parts of the world too.



## EMPLOYEE HEALTH, SAFETY, AND WELL-BEING



90%

**of employees believe their manager cares about their well-being\***

\*rating from annual employee survey from SITA's annual employee survey in February 2022, pertaining to employee experience in 2021.

We are committed to creating a safe environment where our employees can thrive and better sustain their long-term health, whether working from an office, airport, or home, to perform their roles effectively.

We aim to protect our employees and contractors from health, safety, and security threats, including accidents, hazards, and malevolent actions (e.g. theft, sabotage) through a secure and effective working environment. Pre-COVID, our workforce mainly worked in office environments, but in 2020 and 2021, this extended to primarily working from home. The risks of work-related accidents, injuries, or ailments are typically low in office and home-office settings, reflected in zero reported accidents in the office, home, or airport environments in 2021.

To maintain and manage our health and safety performance, prevent work-related injury to workers, and provide a safe workplace, SITA has a robust global Health, Safety, and Security program, which is based on the HSG65 health and safety management model introduced by the Health and Safety Executive. Our internal and external audits enable us to maintain and improve health and safety performance.

SITA's Health, Safety, and Security Program is well adapted to accommodate pandemic-induced remote working. Our employees have easy access to our Health and Safety Master Policy (available on our intranet pages), training, and information on how to report workplace incidents.

We retained our high well-being scores in the second year of the pandemic. 90% (compared to 89% in 2020) of respondents felt that their manager genuinely cared about their well-being, well above the high technology norm and high-performance companies, indicating that SITA operates with a culture of care and support for employee wellness.

Our people's wellness extends beyond the daily operations of our organization. We appreciate that our employees aren't just employees. They are parents, friends, partners, colleagues, and siblings. Hence, our global 'Well at Work' strategy seeks to support our employees across all elements of their lives.

We know that employee wellness does not come in a one-size-fits-all approach. To provide the appropriate support, we provide a multi-faceted offering to our employees, focusing on

mental, physical, financial, and social well-being. We also invite feedback from employees to gain insight into their feelings and adjust our approach accordingly.

In our employee pulse survey in early 2021, we learned that our people were facing three main challenges:

- keeping physically fit and healthy.
- finding the time to disconnect and switch off from work.
- finding the balance between work and personal life.

So we adjusted our 'Well at Work' program to better suit needs.

**"SITA Olympics got me into a habit of doing steps every day, and I haven't stopped since,"** SITA Employee

In 2021, we launched a global well-being challenge to encourage our employees to get active and collectively walk, run, or cycle 25,000 km, while commemorating the 25th anniversary of our borders business and raising money for charity. The starting point was Sydney, where our initial borders business began. Participation was so high that we doubled the distance and challenged our employees to reach 50,000 km. Over April, more than 500 employees worldwide collectively logged 50,000 km and our SITA AT BORDERS business donated U\$5,000 to COVAX (supporting fair access to global vaccines).





## DURING 2021, OUR WELL AT WORK PROGRAM FOCUSED ON FORMING HEALTHY ROUTINES AND HABITS

### 15 WELLNESS WEBINARS

We continued our monthly webinars delivered by our Employee Assistance Program provider to focus on self-care and establishing healthy routines and practices, including reducing stress, and maintaining balance.

### EMPLOYEE ASSISTANCE PROGRAM (EAP) FOR ALL EMPLOYEES AND THEIR LOVED ONES

Our Employee Assistance Program provides 24/7, 365 days a year of support for our employees' mental, physical, social, financial, and legal well-being.

### 80+ FITNESS SESSIONS

As well as a global employee Olympics-style challenge, we implemented weekly exercise classes to encourage our employees to disconnect and take a break in their workday to focus on their physical health. We offered live yoga, boxing, Zumba, and stretching classes scheduled to accommodate the time-zone differences of our global workforce.

### WELL-BEING CHECK-INS

As part of our performance management approach, we emphasized the importance of regular check-in conversations between managers and employees. We encouraged open and honest conversations to help our people feel heard, understood and, more importantly, address any adjustments or support required.

### MENTAL WELL-BEING

We partnered with Champion Health to deliver global mental health forums. These open discussion-based sessions on the steps to take care of the mental health of oneself and others too, and contribute to an environment where it is safe to speak up.

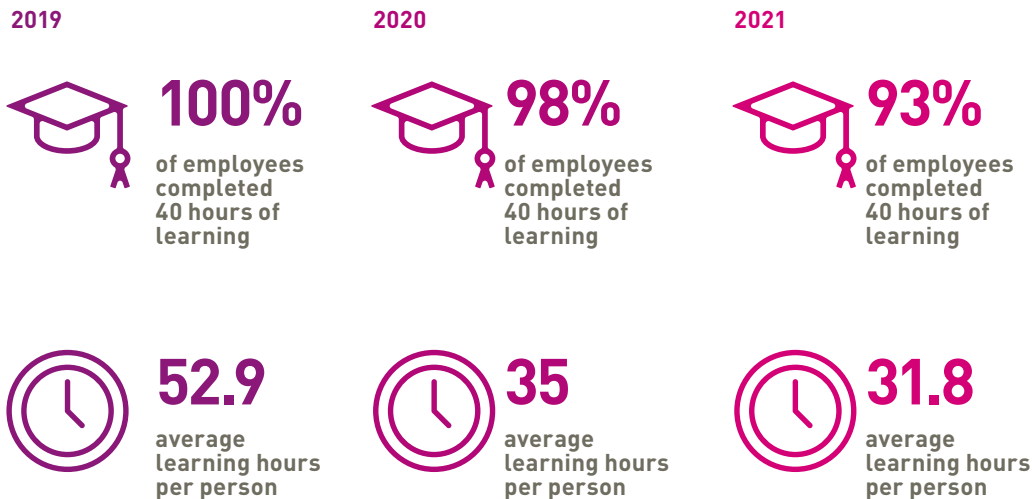
### MANY LOCAL ACTIVITIES AND EVENTS TOO

We supplemented our well-being initiatives with local activities and events organized by our local HR managers, delivered virtually.

These included meditation classes and financial seminars in India, mental health and well-being challenges in the Asia Pacific, weekly sports and exercises challenges in the Americas, healthy breakfast mornings in the UK, 'care and share' well-being check-in segments in local town halls and more.



## LEARNING AND DEVELOPMENT



Enhancing and growing the skills of our employees to be their best is vital to the success of being a world-leading IT business in air transport, as well as ensuring we are operating in a legally compliant manner across the globe. We offer multiple learning and development opportunities for all of our employees, ensuring employees get the time and space to learn and try what works and what does not.

By the end of 2021, SITA employees achieved a combined total of 164,000 learning hours versus 189,000 hours of learning in 2020. The steady reduction in learning hours since 2019 is due to a shift in our focus – from the quantity of learning hours to the quality and impact of learning. In 2022, we aim to introduce new measurement methods to better track and report on the learning impact on the business.

Our learning strategy for 2021, following on from 2020, was to prepare our colleagues for 2022 and beyond.

### WORLD-CLASS LEARNING PLATFORMS AND RESOURCES

Our colleagues have access to world-class platforms for their learning and development needs via SITA's two core platforms, Coursera and Skillsoft, covering a range of technical skills and specialties. We have seen an incline towards more advanced levels of learning completed by SITA employees. Our most

popular courses completed in 2021 included: Project Training, Project Management, Leadership Webinars, Agile & Scrum, Management Essentials, Technical Support, Lean Six Sigma Certification, and Python.

To maximize use of our learning platforms and resources, we continued our work from 2020 to review the needs for each profession.

### LEADERSHIP AND MANAGEMENT DEVELOPMENT

Our ongoing work with the International Institute for Management Development (IMD), which won Gold for Excellence in Executive Education in the Chief Learning Officer Learning in Practice awards in 2021, continued to develop the leadership capabilities of our top 180 leaders.

We also began a new people management development program in 2021: 'Unleash'. By the end of 2021 we had rolled out the program to 50% of our 600 people managers, with the remainder of the deployment planned in 2022.



## BETTER LEARNING EXPERIENCES FOR MANDATORY TRAINING

We have started work to adapt our compliance and mandatory training approach to bring a better learning experience. This includes leveraging off-the-shelf content that brings clear messages and best practices to content design, supporting and streamlining the development and maintenance of custom content, and improving reporting for greater insight into the engagement of compliance content.

Our mandatory and compliance training includes modern slavery, trade sanctions, anti-bribery, reputation management, privacy and data protection, cybersecurity, privacy at the design phase, preventing harassment in the workplace, and our company code of conduct.

## FEEDBACK TO IMPROVE AND KNOW WHERE WE DO WELL

We consider getting feedback is fundamental for employees to be their best, and that should include what they are doing well and areas to improve.

We also have formal systems for individual development plans, goal setting for the year, regular performance reviews, and a year-end review.



# OUR COMMUNITIES



We recognize the impact of our business activities on the societies and economies in which we operate. We consider it our duty to support communities to thrive and grow for ethical, compliance, and commercial reasons. Our community projects and activities aim to help improve opportunities for disadvantaged groups, particularly around health, education, the environment, and economic empowerment.

In 2021, we continued to support students around the world helping them get into promising careers.

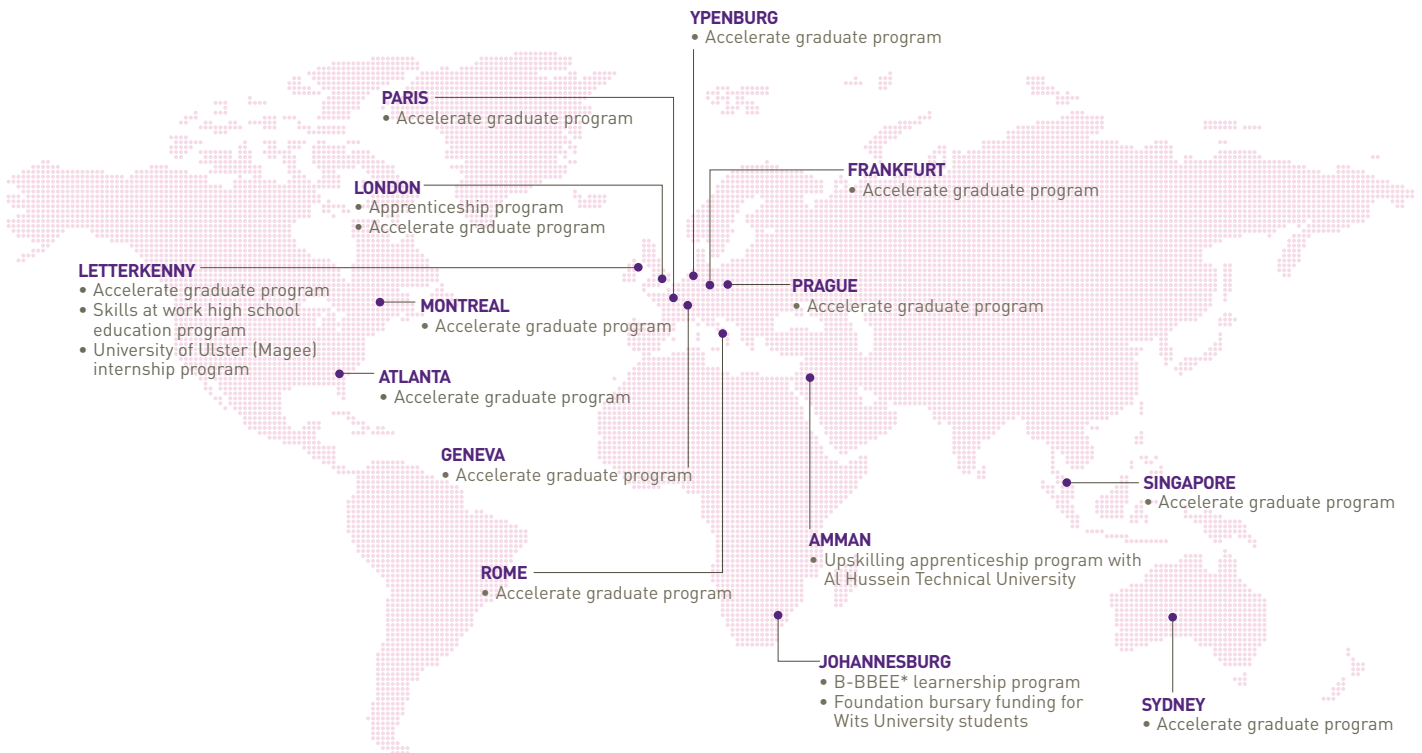
## HELPING STUDENTS INTO PROMISING CAREERS

Our paid internships, 'Accelerate' graduate program, and funding for other core educational programs are designed to help younger generations, in the regions where we operate, to thrive and get into promising careers.

In 2021, we introduced a new global graduate network, allowing graduates to connect regardless of their location. As part of this initiative, we also organized opportunities for graduates to connect with leaders across SITA, well-being events, and change management training, with more activities planned throughout 2022.

As part of the Accelerate program, we introduced a pilot mentoring program during the year, pairing graduates with experienced people throughout our business areas for mutual learning and allowing graduates to interact with different employees outside their typical team environment.

We continue to collaborate with universities and attend numerous careers events across the globe to attract new graduates to our Accelerate program.



By the end of 2021, our programs had:

 **76**  
students on placement in SITA

 **25**  
graduates appointed into full-time permanent roles

\* Broad-Based Black Economic Empowerment

To date, we have placed:



127

students in paid skills-based programs in several cities across South Africa



134

students in paid skills-based programs in Letterkenny

### OPENING DOORS TO NEW CAREER OPPORTUNITIES IN JORDAN

SITA signed a memorandum of understanding (MoU) with the Crown Prince Foundation (CPF) to deliver apprenticeships, internships, and graduate programs to help improve the career opportunities for students and young professionals in Jordan. Undergraduate students at Al-Hussein Technical University, a CPF-affiliated university, will have the opportunity to undertake internships and apprenticeships with SITA to gain valuable skills and real-world industry experience.



## EMPLOYEE VOLUNTEERING

Our employee volunteering and fundraising scheme, 'Value in Volunteer Action', enables every SITA employee to use one paid company day to support their local communities.

In 2021, our employees made the most of being able to organize face-to-face activities again in most of the world and devoted 800+ hours to community causes (5,000 since 2018). Challenges created by the COVID-19 pandemic still impacted our ability to organize large-scale events. However, small local initiatives combined with individual and virtual efforts reflected our people's passion and innovative spirit in supporting our communities.

Our employees volunteered their time on several initiatives such as food collection, climate disaster recovery, and medical assistance.



**5,000**

hours devoted to community causes since 2018



**20+**

initiatives supported by our colleagues in 2021



## SITA INDIA EMPLOYEES PROVIDE COVID-19 SUPPORT

In April 2021, with COVID-19 cases in India surging and outpacing India's health infrastructure, many of our employees and their families struggled to find hospital beds, oxygen, and medicine. In response, SITA employees in India launched SITA CARES, a 24/7 volunteer telemedicine support helpline to assist employees with arranging medical needs. Colleagues rallied to offer their free time to volunteer for the service, receiving up to 60 calls a day at the height of the crisis.

## OUR EMPLOYEES PROVIDE SUPPORT TO FLOOD VICTIMS IN BELGIUM

July 2021 was marked by severe floods in Europe, casting a terrible light on the devastating impact of extreme weather events. Loss of life and damage to infrastructure was especially severe in Germany and Belgium. In response, our employees in Belgium organized their support response in three areas:

- Donations (goods/food/IT)
- Labor (visit to the impacted areas, clean-up operations)
- Administrative support (accounting/legal advice)

Our colleagues also partnered with River Cleanup, joining hundreds of other volunteers in Pepinster, Belgium, to support the local clean-up efforts.

## VIRTUAL EMPLOYEE VOLUNTEER FAIRS IN ATLANTA

Our locations in the Americas remained closed throughout 2021 due to the pandemic, but it did not stop our Atlanta colleagues from dedicating more than 120 hours to support their local communities. Faced with the impossible task of organizing location-wide events, our location teams in Atlanta put together two virtual volunteer fairs in July to share ways in which our employee could volunteer for local non-profit organizations: Meals On Wheels Atlanta, Students Without Mothers, San G. Komen, and USO of Georgia.

## TREE PLANTING IN THE JORDAN VALLEY

In September 2021, in collaboration with Naua, a Crown Prince Foundation initiative, 20 of our Jordanian employees volunteered to spend one day on a farm in the Jordan Valley fruit picking while planting new trees. The regional project supported by our employees aims to improve food distribution and the economic empowerment of women and young people, providing 70 local jobs.

## OUR CSR COMMITMENTS IN INDIA AND SOUTH AFRICA

### INDIA

Our employee-run CSR committee in India oversees the distribution of these monies to fund a range of non-governmental organizations each year, with activities aligned to the United Nations Sustainable Development Goals (UN SDGs).

In the 2021-2022 Indian financial year, we funded a total of nine entities, eight NGOs (non-governmental organizations) and the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund for COVID-19.



Entity name	What our funds are supporting
Akshaya Patra Foundation	Midday meals for disadvantaged school children
Khushii	Educational opportunities for girls
Khushboo Welfare Society	Educational opportunities for children with special needs
BHNS Bombay Natural History Society	Conservation of nature support
The Earth Saviours Foundations	Welfare support for senior citizens
SOS Children's Villages of India	Educational opportunities for 75 children
Blue Cross	Animal welfare support
DESIRE	Care for children with HIV/AIDS
PMO Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund for COVID-19	COVID-19 relief funding

## SOUTH AFRICA

We continue to play our role in supporting transformation in South Africa through Broad-Based Black Economic Empowerment (B-BBEE), which addresses the imbalances of the past by reducing inequalities for black people and building an inclusive economic environment.

B-BBEE focuses on employment equity, local procurement, supplier, and enterprise development, skills development, and socio-economic development. Reflecting these B-BBEE priorities, in 2021, our SITA South Africa branch improved on our B-BBEE rating to achieve Level 2 Compliant Contributor\*.

\*Level 2 is 125% compliance recognition with the B-BBEE contribution levels.



### Learnerships

We fund one-year learnership contracts for students to complete technical IT and business-related accredited programs each year. Providing formal qualifications and experiential learning at SITA, the learnership programs are designed to open up career opportunities for students.

In 2021, we welcomed 12 new students to the program, 127 since 2014 when the program started.

### Tackling unemployment for 18-35 year olds

The Youth Employment Service (YES) initiative is a business-led collaboration with the South African government to create work opportunities for unemployed South Africans between the ages of 18 and 35, while tackling country's unemployment challenge.

SITA joined the initiative in 2019 as part of its commitment to support the country's economy. Since then, we have trained 63, 18-35 South Africans on work readiness and soft skills and provided them with 12 months of paid work experience. In 2021, we created 20 new opportunities.

## SUPPORTING EDUCATION AND EMPLOYMENT FOR YOUNGER GENERATIONS



10

school computer labs  
funded and installed  
by SITA since 2012



8000+

students with access  
to computers



22

undergraduate bursaries  
awarded to date, including  
8 in 2021



63

work experience  
opportunities provided to  
date, including 20 in 2021



127

learnership positions  
awarded to date,  
including 12 in 2021

## SUPPORTING LOCAL ENTERPRISE



19

SMMEs\* to date, including  
4 SMMEs\* in 2021

\*small, medium and micro-enterprises



75%

of SITA services in South  
Africa are locally sourced



### Bursaries

With the aim of investing in the education of young people from disadvantaged backgrounds, to date, we have awarded 22 university bursaries to students studying STEM-related degree programs and in need of financial support. In 2021, eight new bursaries were awarded to universities in South Africa.

### Computer labs and computer skills training

Over the years, SITA has built 10 state-of-the-art computer labs in disadvantaged schools, providing access to IT infrastructure, equipment, and connectivity to 8,000+ students across the country.

In 2021, we partnered with Computer Aid to collaborate on a sustainable solar lab sponsored by SITA's ATC Foundation. The solar lab will become an International Computer Driving License (ICDL)\* accredited center with two ICDL trained teachers constantly present. School children from the

Limpopo community will be able to attend classes at the lab. We have funded ICDL certifications for 320 students as part of the program.

### Local procurement and supplier and enterprise development

In supporting local economic development, SITA procures around 75% of services and products within the country, focusing on developing small and medium local suppliers.

In 2021, SITA sponsored four new local IT emerging enterprises with high growth and expansion potential to create broader societal, economic returns, and employment opportunities. The sponsorships involve a one year business development incubator program providing entrepreneurs with training and support to build and maintain a successful start-up business. To date, we have supported 19 SMMEs. Many have become suppliers to SITA.

Read more about some of the enterprises we supported in 2021 in our featured '**SITA Stories**'.

\*ICDL (International Computer Driving License) is a computer skills certification program; a trademark of European Computer Driving Licence Foundation Ltd.) and is the world's leading computer skills certification

## SITA AIR TRANSPORT COMMUNITY FOUNDATION

SITA has a long history of supporting education in Africa through the SITA Air Transport Community (ATC) Foundation. Since its inception, it has positively impacted over 93,000 students in Ethiopia, Uganda, South Africa, Zambia,

and Zimbabwe – through programs delivered with our charity partners, aligned with several United Nations Sustainable Development Goals, such as Quality Education, Gender Equality, Reduced Inequalities, and Partnerships for the Goals.



**93,000+**

students positively impacted  
Ethiopia | Uganda | Zimbabwe  
South Africa | Zambia



**49%**

female students with access to IT and education  
Ethiopia | Uganda | Zimbabwe  
Zambia | South Africa



**400+**

teachers trained  
Ethiopia | Kenya | Uganda  
Zimbabwe | Zambia



**90+**

computer labs created and equipped in total  
Ethiopia | Uganda | Zimbabwe | Zambia

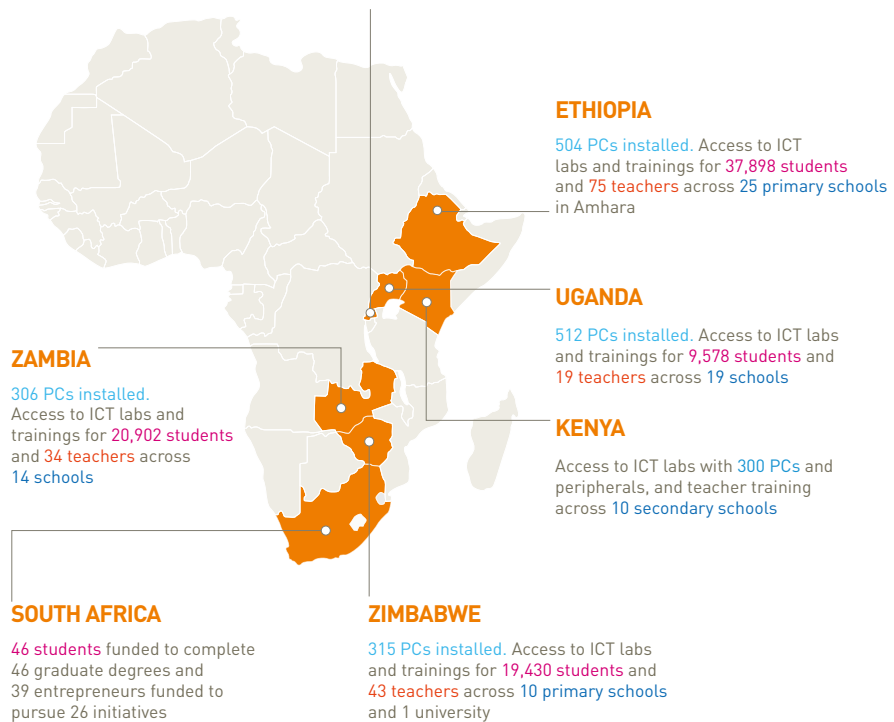


**2,000+**

PCs installed  
Ethiopia | Uganda | Zimbabwe | Zambia

### RWANDA

Access to ICT labs with **320 PCs** and peripherals, and teacher training across **8 secondary schools**



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**10** REDUCED INEQUALITIES



**17** PARTNERSHIPS FOR THE GOALS



## 2021 ACTIVITY



### Charity Partners: PEAS (Promoting Equality in African Schools)

PEAS has become a well-recognized provider of remote education across Uganda and Zambia, following the impacts of COVID-19 and school closures for almost two years. SITA's funding commitments for ICT infrastructure in schools in 2020 were diverted to distance learning activities due to the pandemic outbreak. However, in 2021, the ICT infrastructure resumed preparing for school re-openings, funded by SITA. Two new ICT labs, the upgrade of an existing lab, and 116 PCs and equipment were delivered by year-end.



UNIVERSITY OF THE  
WITWATERSRAND,  
JOHANNESBURG

### Charity Partners: University of the Witwatersrand

We continued our support for six students on the program during 2021; 50% were women. Two students, supported in prior years, graduated during the year.



Program with  
at least 50%  
women



### Charity Partners: Computer Aid

In 2021, we continued our partnership with Computer Aid to support information communication technology (ICT) provision and educational outcomes for secondary schools in Africa.

As we adjusted the nature of the projects in 2020 due to the pandemic, in 2021, we resumed our ICT infrastructure and teacher training plans in secondary schools in Naivasha, Kenya, and Kigali, Rwanda. In 2021, all 18 ICT labs were completed – eight schools in Rwanda and ten schools in Kenya – with ICDL (computer certification) teacher training completed by 24 teachers in Rwanda and 30 teachers in Kenya. We estimate over 1,800 students have benefited from the project in 2021.



# ENVIRONMENTAL ACTION

“ We’ve taken decisive steps to reduce our emissions over the past few years to become a certified CarbonNeutral® company in 2021. It’s part of our plans to build a more sustainable future. ”

**Martine Brocard**

Head of CSR and Sustainability,  
SITA



2021 marked a critical turning point for the world: the latest science, such as the landmark Intergovernmental Panel on Climate Change (IPCC) Report, made it clear that climate change is intensifying and that more action is required, and sooner, to avoid the worst impacts of climate change. The next few years are critical, and organizations worldwide, like SITA, play a crucial role in helping achieve transformation at the pace and scale needed.



CarbonNeutral.com

## PLANET+

Recognizing the climate emergency, effectively managing and reducing our environmental impact everywhere we operate relies on many different steps:

- Identifying and continually measuring (when data is available) all sources of our greenhouse gas (GHG) emissions in Scope 1, 2, and 3.\*
- Using benchmarking data when primary data is unavailable, along with a continuous improvement plan to capture the primary data in the future.
- Creating a GHG emission management plan (SITA's Planet+ program), involving our stakeholders such as employees, suppliers, customers, and industry that focuses on reduction, re-use, recycling, and use of renewable energy.
- Encouraging responsible behavior among all stakeholders through education, reward, and recognition.

We have taken decisive steps to increase our emission reduction efforts with our operations via our Planet+ program. With a 48% GHG emission decrease in 2020 versus 2019, we became a certified CarbonNeutral® organization in 2021, ahead of our 2022 target, and common environmental milestones. In 2021, we decreased our emissions by 43% compared to 2019.



### Scope 1

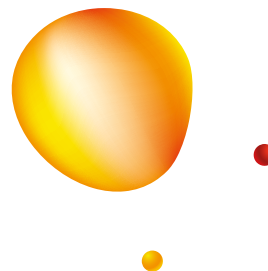
Covers direct emissions from owned or controlled sources. For example, company-owned vehicles or natural gas used for heating.

### Scope 2

Covers indirect emissions from the generation of purchased electricity, steam, and cooling consumed.

### Scope 3

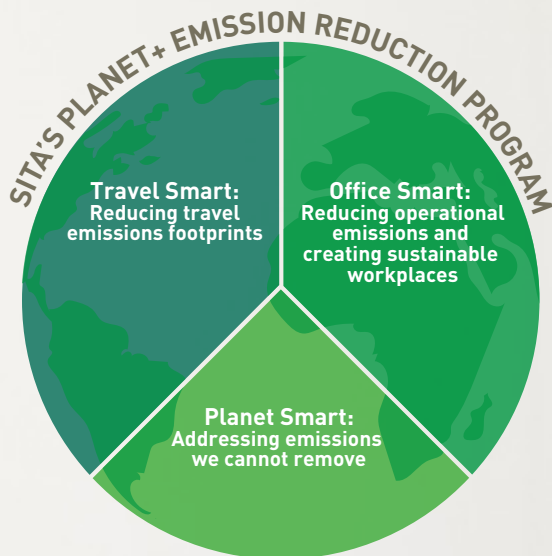
Includes all other indirect emissions that occur in a company's value chain. For SITA, this includes, but is not limited to, business travel (transport and accommodation), energy consumed in homeworking environments, commuting, shipping, waste, water, and electricity transmission, and distribution.





Our environmental efforts are being increasingly recognized. In 2021 our Planet+ program was recognized as a Sustainable Development Goals good practice example by the United Nations Department of Economic and Social Affairs. We also won the World Finance's 'Most Sustainable Company in the Aviation Communication Technology Industry – 2021' award. We also achieved an 87% rating from our employees for our corporate social responsibility efforts, above other high technology companies.

While we are proud of our environmental actions so far, we recognize we must continue to do more. The next stage of our sustainability journey will involve setting more robust and ambitious science-based targets to take a faster and greater degree of climate action while continuing our work to decrease emissions as those targets are independently validated.



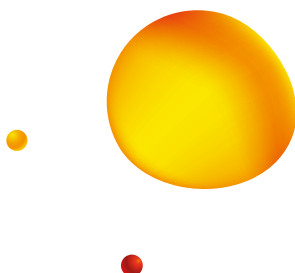
## OUR PERFORMANCE IN 2021

Indicator	Objective	2021 target	Actions	Progress
<b>CarbonNeutral® certification</b>  Planet+	Become CarbonNeutral® certified under The CarbonNeutral Protocol by 2022.	Accelerate CarbonNeutral® company certification.	Defining emissions for our operations, measuring them, effectively reducing or removing them, and then offsetting any residual emissions that could not be eliminated or reduced.	<b>GREEN</b> Achieved our carbon neutral target in 2021 ahead of 2022 target.
<b>Renewable energy</b>  Office Smart	Convert to renewable/ green energy wherever feasible & whenever possible (i.e. end of lease etc.).	Additional 2 SITA locations using 100% renewable energy.	Investigate options and negotiate change where possible.	<b>GREEN</b> SITA Rome and Prague offices transitioned to use 100% renewable energy.
<b>Environmental impact from SITA business</b>  Travel & Office Smart	Reduce CO <sub>2</sub> e emitted by SITA business compared to 2019 data.	30% reduction.	Encourage behavioural change with regards to water usage, waste, recycling, single use plastics, lights off/switch off practices, use of collaborative tools, use of public transport, car share schemes, reduced internal travel (flights).	<b>GREEN</b> 43% CO <sub>2</sub> e emission reduction versus 2019, before EAC** inclusion and after the addition of more greenhouse gas sources, improvements in data collection and the inclusion of emissions from data centers.
<b>Emissions intensity from SITA business (tons CO<sub>2</sub>e divided by FTE*)</b>  Travel & Office Smart	Reduce energy intensity compared to 2019 data.	20% reduction.	Continue to reduce IT infrastructure as part of ongoing shift to the cloud.  Implement energy-saving LED and motion sensitive lighting.  Encourage behavioural change through comms and education around lights-out, switch-off practices etc.	<b>GREEN</b> 39% CO <sub>2</sub> e emission intensity reduction versus 2019, before EAC** inclusion and after the addition of more greenhouse gas sources.
<b>Emissions from business travel (to include flights, train, taxis, vehicles, ferry, bus &amp; metro)</b>  Travel Smart	Reduce CO <sub>2</sub> e emissions created from business travel compared to 2019 data.	50% reduction.	Reduce internal travel, encourage virtual meetings both internal and with customers, use public transport where possible (not taxis), take train instead of flight where feasible.	<b>GREEN</b> We achieved an 87% reduction versus 2019 even with data collection improvements.

Indicator	Objective	2021 target	Actions	Progress
<b>Paper consumption</b> Office Smart	Increase number of sites where paper consumption is recorded at reporting locations – currently 50% (ie. 13 sites).	Increase to 90% of reporting locations ie. 23 sites.	Increase to 90% of reporting locations ie. 23 sites. Improve Data Collectors' awareness and encourage accurate data input at year-end – clearly define the framework and expectations – what/when/how.	● <b>AMBER</b> Challenges with COVID-19 induced office closures/ re-openings impacted the achievement of this target.
<b>Employee contribution to reduction of environmental impact</b> Planet+	Increase awareness of SITA's ambition to be CarbonNeutral®, its desire to be an environmentally responsible company and reduce its environmental impact.	Attendance at internal global staff calls/events.  At least 2 new locations embracing sustainability practices.  80% completion rate of environment training module.	Address all staff globally at least twice during the year, update the Environment and associated policies, create new environmental training module, module at Open Day, attendance to webinars.	● <b>GREEN</b> Good employee participation rate in events and activities, including carbon offsetting.  Our completion rate for environment training was below 80% as it was not mandatory in 2021 to complete due to ongoing work to adapt our compliance and mandatory training approach.
<b>Measurement of business impact</b> Travel & Office Smart	Improve internal processes to achieve more accurate reporting of SITA's emissions.	Provide 65% primary data for GHG Assessment.	CO <sub>2</sub> e footprint to be available on internal travel and expenses systems to provide better metrics.  Increase number of sites where we record data.  Increase number of sites that provide complete data i.e. water consumption, recycling (paper, plastic) paper consumption etc.	● <b>AMBER</b> Our internal travel and expense system now display CO <sub>2</sub> e emissions for air travel.  More than 65% of primary data supplied for electricity and travel, home office; we have not reached the target on paper, waste and water due to COVID-19 induced office closures.

\*FTE includes all employees (not contractors) recorded in our HR systems that have a contract. This includes inactive employees on paid leave (Health, Parental, Military). It excludes students, contractors, employees from our subsidiaries, and employees on garden or unpaid leave (parental or personal).

\*\* Energy Attribute Certificates



Our Planet+ program is designed to lower our operational emissions with initiatives to create sustainable and energy-efficient workplaces, reduce internal business travel, and also address residual emissions. We are pleased to report that we have made solid progress on our targets for 2021 against our 2019 baseline, including achieving CarbonNeutral® company status, two more SITA offices transitioning to renewable energy, reducing total emissions and emissions intensity, improving data collection and emissions reporting, refreshing relevant policies, and increasing employee awareness and participation.

For emissions, we have opted to use the base year as 2019 because, for most organizations, reduced emission levels in 2020 are tied to lower levels of business activity due to the impact of COVID-19. Therefore, we opt to use 2019 as a more 'normal' base. Our total emissions decreased this year compared to 2019, irrespective of our purchase of Energy Attribute Certificates (EACs) to reduce our Scope 2 emissions. We choose to purchase EACs in locations where renewable energy is not yet available for us to buy, either because it is not an option when a city or country's only source of energy is fossil-based or in co-located offices if landlords do not switch to green energy for the whole building.

Excluding the addition of commuting (Scope 3) in our greenhouse gas assessment for 2021 and the home office emissions collected already in 2020, we were able to decrease our Scope 3 emissions, which tend to represent the largest footprint for most companies, by 24% compared to 2019.

SITA's GHG emissions 2018-2021, by scope, in CO<sub>2</sub> e tons\*



\* CO<sub>2</sub> equivalent emissions (converting other greenhouse gases into CO<sub>2</sub>)  
 \*\* Energy Attribute Certificates



## BECOMING CARBONNEUTRAL® IN 2021

We began our journey to carbon neutrality in 2019, following The CarbonNeutral Protocol framework – a framework managed by leading carbon neutrality experts, Natural Capital Partners. We started by defining emissions related to our operations, measuring them, effectively reducing or removing them, and then offsetting any residual emissions that could not be eliminated or reduced.

## DEFINING AND MEASURING EMISSIONS

A comprehensive review of emissions relating to our operations and business travel to calculate SITA's carbon footprint was performed by independent emissions assessor RSK Group.

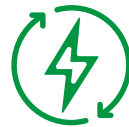
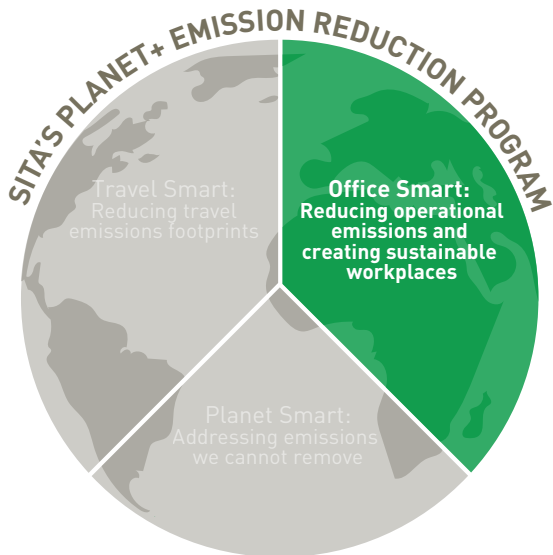
To ensure our carbon baseline was comprehensive, we also included non-mandated Scope 3 emissions such as emissions generated from business travel (transport and accommodation), energy consumed in homeworking environments, emissions generated by our employees commuting to our offices, shipping, waste, water, and electricity transmission, and distribution related to the SITA data centers .

## SITA'S PLANET+ PROGRAM: REDUCING, REMOVING, AND OFFSETTING EMISSIONS

Having established our baseline, we then developed a reduction plan to address energy use and efficiency, avoid emissions, switch to renewable energy or buying Energy Attribute Certificates (EACs) in countries where access to renewable energy is not yet available to SITA or its landlords. We also offset any remaining emissions by purchasing verified carbon offset programs.

Reducing, removing, and offsetting emissions was executed through our Planet+ program.

## OFFICE SMART: CREATING SUSTAINABLE WORKPLACES



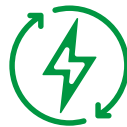
**37%**

office-based staff work in locations using 100% renewable energy



**24%**

less emissions generated from electricity in the workplace and home, versus 2019



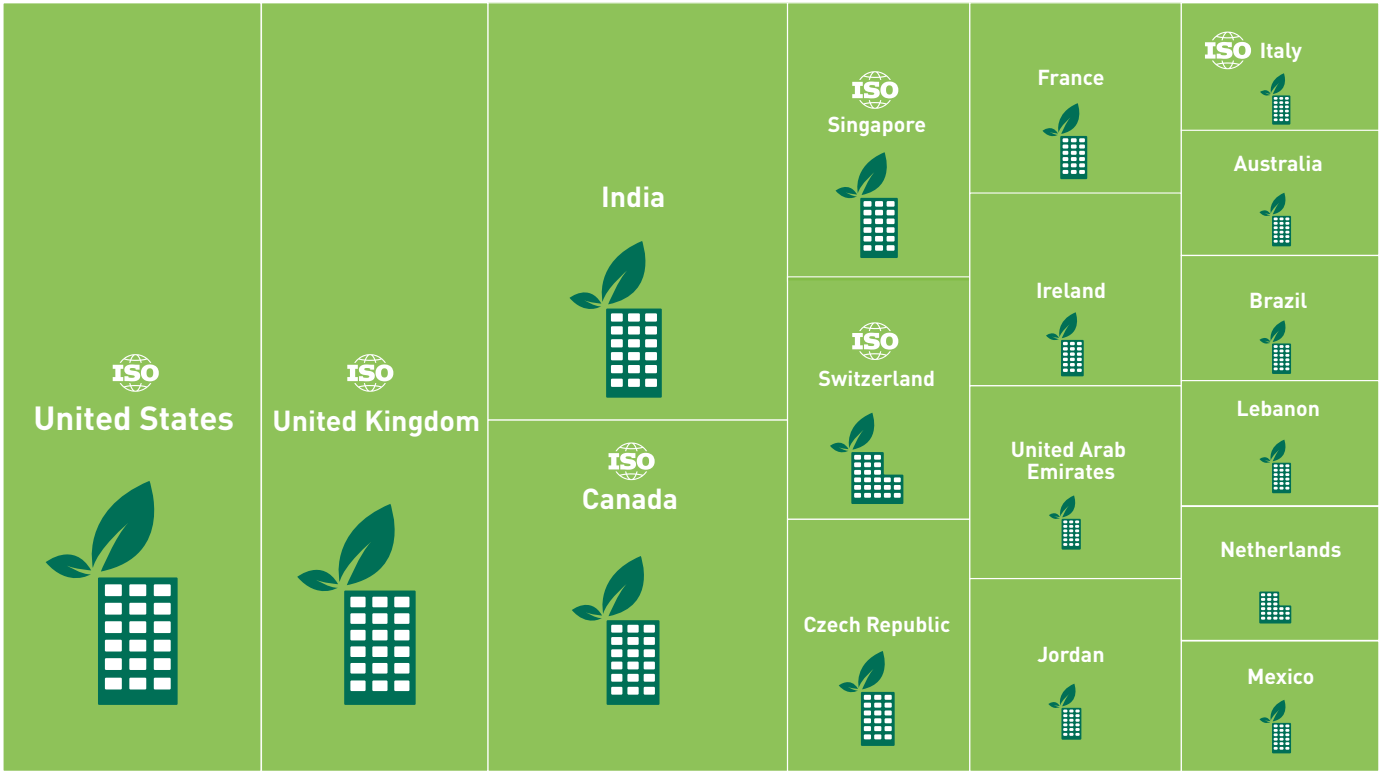
**65%**

of our total electricity consumption is now based on primary data from 49 of our offices and 47 airport sites (the remaining 35% is estimated)

Tracking environmental data from our operations

79.8% of employees\* work in the 17 countries below, in order of size, and the remaining 20.1% work in a further 106 countries. The main offices are in Atlanta, Burlington, Geneva, London, Montreal, Rome and Singapore.

\*permanent, fixed-term, students and contingent workers.



Symbols indicate countries that have:

- c = corporate office
- + = regional office(s)
- \* = office(s) where environmental performance is tracked

sites with ISO 14001:2015 certification: Atlanta, Burlington, Geneva, London, Montreal, Rome, and Singapore

Under SITA's Planet+ program, the goal of 'Office Smart' is to reduce our operational emissions in SITA's office-based staff locations, SITA-owned data centers, and employee homeworking environments to help create sustainable workplaces. This includes emissions from electricity, heating, and air conditioning across our operations, as well as from water, and waste.

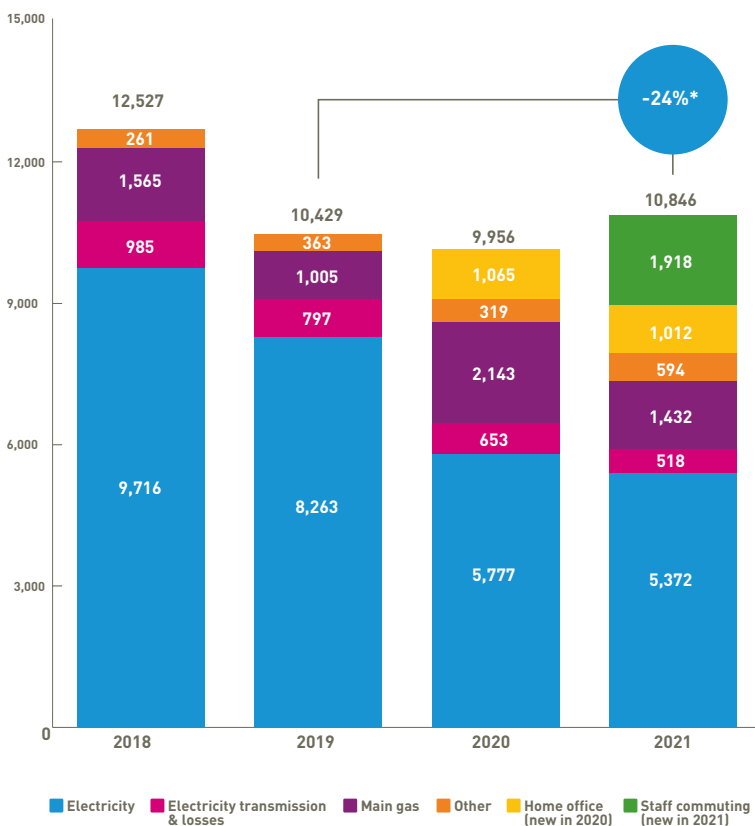
SITA's focus on reducing its own environmental footprint started more than 10 years ago, when we first started to certify our main office to the ISO 14001:2015 standard (Environment Management System) – a voluntary standard that provides externally audited assurance of a company's commitment to environmental performance and continuous improvement.

In 2021, SITA continued to maintain its ISO 14001:2015 certification for seven sites, accounting for just over 41% of SITA's office-based staff. The offices are in Atlanta, Burlington, Geneva, London, Montreal, Rome, and Singapore.

Since 2011, we have been switching over to renewable or partially renewable energy where this can be sourced. In 2021, almost 37% of our office-based staff worked in locations that use 100% renewable energy. Our Rome and Prague offices joined our Brussels, Frankfurt, Geneva, Letterkenny, London Gate, Montreal, Vancouver, and Ypenburg locations making a total 10 locations running entirely on renewable energy.

Our first partially solar-powered office planned in Singapore is underway and due to be switched on in early 2022. We continue to implement green energy solutions.

#### Office Smart: Carbon Footprint in CO<sub>2</sub>e tons before EACs





Our 'Office Smart' measures introduced in 2020 continued through 2021. They include:

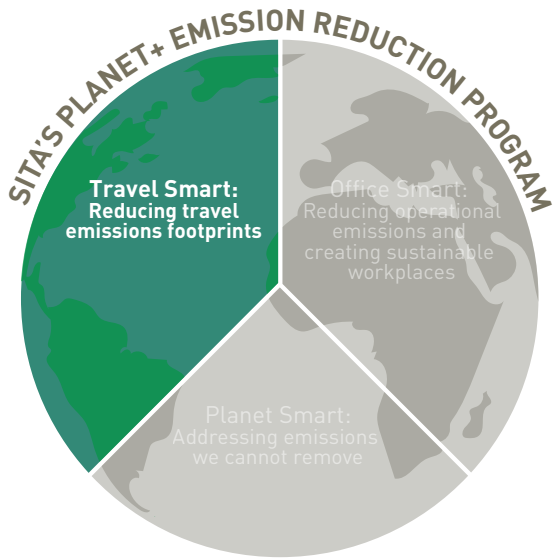
- Opting for green energy providers whenever possible.
- Optimizing our office floor footprint.
- Reducing electricity consumption by replacing old devices with more energy-efficient ones.
- Making environmental considerations part of the selection criteria for our corporate IT equipment, based on the Electronic Product Environmental Assessment Tool (EPEAT).
- Regular communications and awareness to encourage and improve green practices and behaviors in and out of our SITA offices.

In late 2021, we also started working to improve data collection in our sites for more accurate emissions reporting.

We offset any unavoidable operational emissions under the Planet Smart part of our Planet+ program.



## TRAVEL SMART: REDUCING OUR TRAVEL FOOTPRINT



**-87%**

**Reduction in emissions related to SITA employee business travel versus 2019 (transportation and accommodation, Scope 3)**



**-87%**

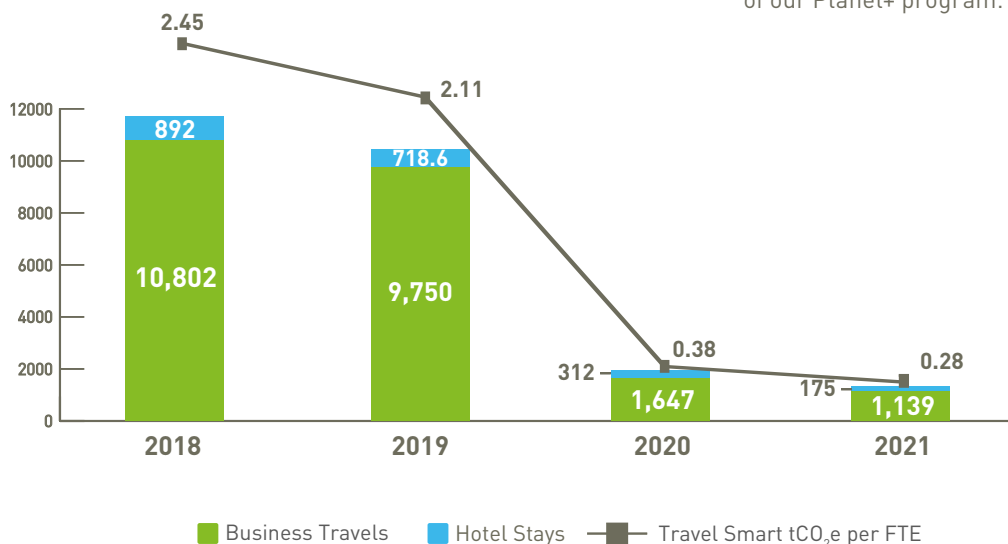
**Reduction per full-time employee versus 2019**

In 2020, emissions associated with our business travel were heavily reduced due to the limited travel associated with COVID-19 impacts. During 2021, we were able to contain emissions associated with our business travel with an 87% reduction on our footprint compared to 2019.

As well as improvements in our data collection, our Travel Smart program measures introduced in 2020 continued in 2021. These include:

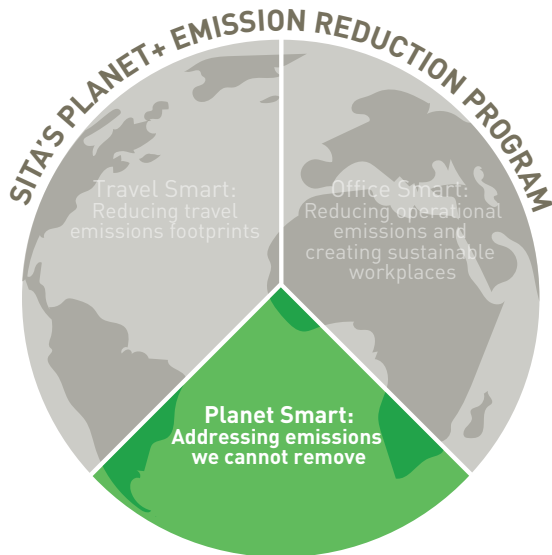
- Reducing business travel for internal meetings, while using collaborative tools such as Microsoft Teams, cameras, and smartboard equipment available in most SITA offices.
- Optimizing the location and the number of staff traveling to attend the same meeting or event.
- Co-locating employees, in the same team, in the same locations wherever possible, as part of SITA's location strategy.
- Selecting optimal flight options in terms of CO<sub>2</sub>e emissions.
- Selecting rail options rather than flight options where possible.
- Opting for public transport or shuttles rather than taxis where possible.

**Travel Smart: Carbon Footprint CO<sub>2</sub>e tons**



We offset unavoidable emissions under the Planet Smart part of our Planet+ program.

## PLANET SMART: ADDRESSING UNAVOIDABLE EMISSIONS



'Planet Smart' is our carbon emissions offset strategy and program, supporting our CarbonNeutral® certification. Our offset program covers unavoidable emissions generated from all our operations, covering Scopes 1, 2, and 3.

The program includes:

- Purchasing Energy Attribute Certificates (EACs) in locations where renewable energy is not yet available for us to buy\*. We choose to buy EACs rather than Carbon Offset Credits in this case because EACs help to fund and foster the development of green energy supplies in the future.
- Buying Carbon Offset Credits and funding Catalyst programs. This combined approach is the most reliable approach for claiming and maintaining our CarbonNeutral® certification.

\* It is not an option when a city or country's only source of energy is fossil-based. Plus, with many SITA offices being co-located offices, renewable energy is not an option if the landlord does not switch to green energy for the whole building.

# 46,000 tons CO<sub>2</sub>e

voluntary offset since 2018,  
representing 59% total emissions

# 100%

of emissions voluntary  
offset in 2021

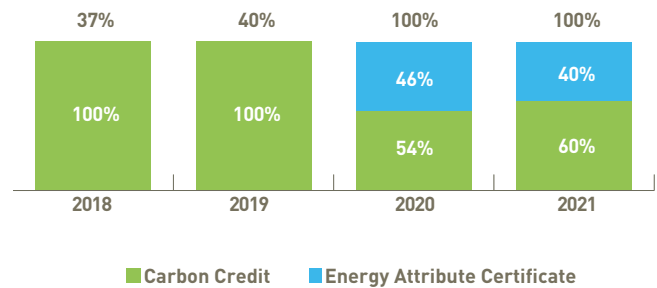


The EACs, Carbon Offset Credits, and Catalyst programs are funded by an internal carbon levy, set at the high end of the range recommended by climate experts. We choose to apply carbon levies for our internal departments to reduce our impact on the environment and, more importantly, to encourage more sustainable behavior.

We choose to fund repeated projects that are designed to remove future carbon emissions while supporting biodiversity and helping local communities to reduce their emissions too. These community projects support multiple UN SDGs, from improving health, hygiene, gender equality, and education to local employment opportunities.

The day-to-day management of our carbon offset program is managed through Natural Capital Partners, a leading global provider of sustainable environmental offset emission programs. All of our carbon offset programs are verified by independent third-parties and are also International Carbon Reduction and Offset Alliance (ICROA) approved.

#### Carbon offset and Energy Attribute Certificate Funding





## THE PROGRAMS WE INVEST IN

Every Carbon Offset program that SITA invests in is approved by the International Carbon Reduction and Offset Alliance (ICROA). Each of them supports the UN SDGs, with robust monitoring, reporting, and verification by independent third parties. Our Carbon Offset program is managed through Natural Capital Partners, a leading global provider of sustainable environmental offset emission programs.

### India

**Focus:** High-impact community-based projects impacting environment and community sustainability

**Classification:** Verified Carbon Standard (VCS) and Climate, Community and Biodiversity Alliance (CCBA)

Learn more about the [project](#)



### East Africa (Uganda & Kenya)

**Focus:** Community reforestation and social impact in East Africa

**Classification:** Gold Standard and Verified Carbon Standard (VCS) and Climate, Community and Biodiversity Alliance (CCBA)

Learn more about the [project](#)

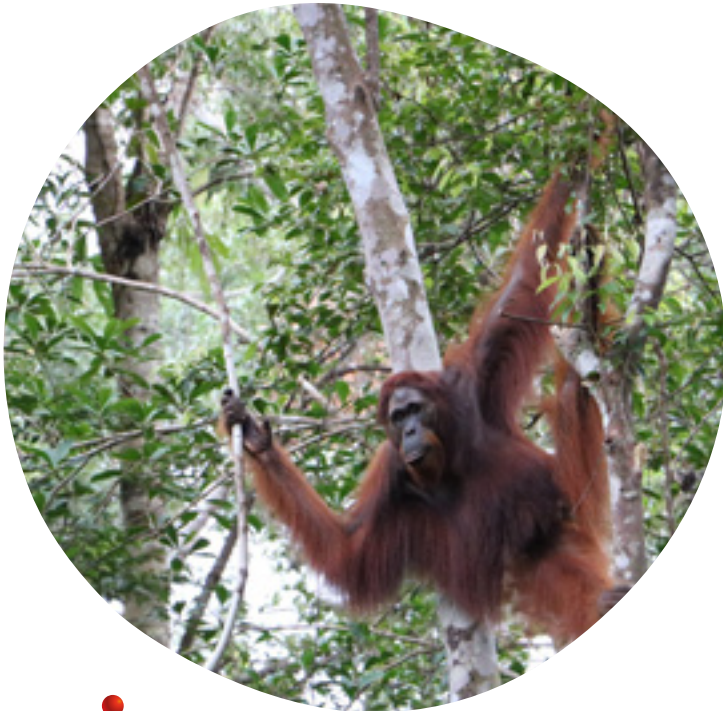


## Spain

**Focus:** Native woodland restoration and forest creation

**Classification:** Verified Carbon Standard (VCS) and Climate, Community and Biodiversity Alliance (CCBA)

Learn more about the [project](#)



## ACTING RESPONSIBLY TO PROTECT OUR PLANET

Our success in reducing our carbon footprint relies on getting our employees onboard and involved. In 2021, we launched a voluntary initiative to enable our employees to calculate their annual carbon emissions and offset them by funding carbon offset projects with SITA doubling their contributions.

These offset projects reduce greenhouse gas emissions – from supporting forestry and conservation to renewable energy and converting waste to energy - and contribute to the environmental, economic, and social development of the most vulnerable regions and communities, supporting the United Nation's Sustainable Development Goals.

Our employees offset a total of 480 tons of CO<sub>2</sub>, which was matched by SITA.

## Indonesia Rimba Raya, Borneo

**Focus:** Rainforest conservation, community development and biodiversity conservation

**Classification:** REDD+: United Nations Programme

Learn more about this [project](#)



# SUSTAINABLE AVIATION

“ Despite the pandemic-induced challenges of 2021, we’ve accelerated efforts to reduce our climate impact. We’re proud we became a carbon neutral company, a year ahead of our target. As an integral player and a sustainability leader in air transport, we are also stepping up efforts to help the industry reduce its emissions faster. ”

**Yann Cabaret**  
CEO, SITA FOR AIRCRAFT



As a member-owned organization, we help the aviation industry identify growth and improvement opportunities and address the pain points and challenges of today and tomorrow through technology. This includes supporting the industry’s sustainability goals, including decarbonization, and building climate resilience.

In 2021, the air transport industry came under increasing pressure to take faster action to reduce its greenhouse gas emissions due to its reliance on fossil fuel. In response, stronger industry commitments have been made to be carbon net-zero by 2050.

Of the four combined industry measures to effectively tackle carbon reduction and achieve this net-zero goal (see diagram right), operational and infrastructure efficiencies have the potential to deliver up to 10% of the required carbon savings. We think this is possible today through digital solutions.

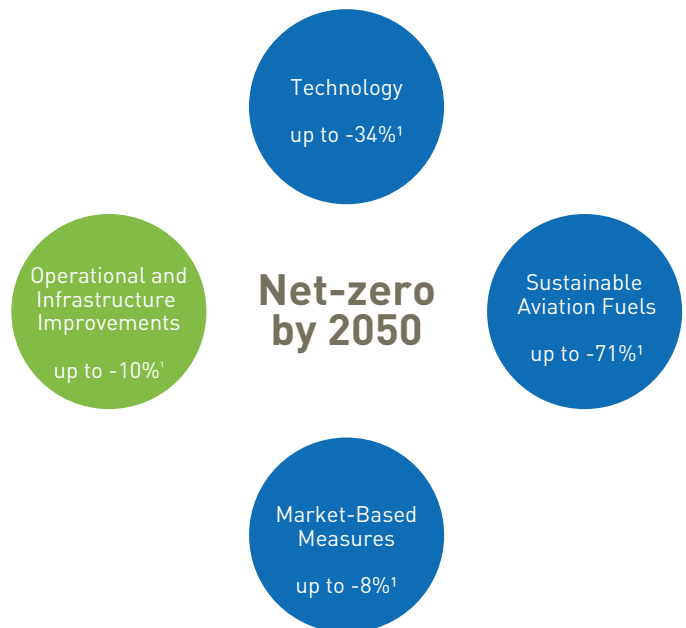
We have seen a greater demand for our digital solutions to meet sustainability challenges in aircraft and airport operations, also reflected in our 2021 Air Transport Insights report.

Our industry is also facing operational challenges created by the impacts of climate change with more frequent, severe weather events and rising temperatures, causing issues like the grounding of planes, flight delays, cancellations, and infrastructure damage. Changing weather conditions will result in more difficult or longer take-offs and fewer passengers for weight balance reasons. Helping industry's operations adapt to a changing climate is also supported by SITA technology.

The approaches we take to support our customers' and the industry's sustainability goals are:

1. Providing solutions that help our customers measure, reduce, and better manage their operational emissions
2. Sustainable design in product lifecycle management
3. Industry and university partnerships

#### Industry solutions and scenario-based savings for net-zero by 2050



<sup>1</sup>Based on the scenario savings in the Waypoint 2050 report

#### PROVIDING SOLUTIONS THAT HELP OUR CUSTOMERS MEASURE, REDUCE, AND BETTER MANAGE THEIR OPERATIONAL EMISSIONS

Our technology proactively helps reduce the environmental impact of our customers' operations and increases their resilience to climate change. In response to the new net-zero by 2050 commitment by industry bodies like the International Air Transport Association (IATA) and Airports Council International (ACI) in 2021, we increased our focus to (i) evolve existing products and (ii) bring new products to the market, through trials, partnering or acquisitions, to support the operational and infrastructure efficiencies that our customers need to make.

For example, following our acquisition of Safety Line, we offer OptiClimb, a module from the in-flight guidance OptiFlight software suite in SITA's Digital Day of Operations portfolio. Using machine learning, OptiClimb optimizes the efficiency of an aircraft's climb-out phase to initial cruise level, reducing fuel burn, and CO<sub>2</sub> emissions.



Transavia Airlines, using OptiClimb, has made annual savings of around 70 tons in fuel and 223 tons in CO<sub>2</sub> per aircraft tail.

Our products and technology drive operational and infrastructure efficiencies for our customers by:

- Giving a better understanding of the source and extent of emissions – a vital first step to effectively managing, and reducing emissions - using technology and data analytics, which combines big data, artificial intelligence, and machine learning technologies.
- Fostering air-to-ground collaboration for better decision-making. Our technology connects various stakeholders – to share insights and data - for more informed and in-the-moment choices around optimization.
- Adapting to climate change. More accurate and faster real-time information to mitigate and manage weather disruptions, enabling more effective planning and allocation of resources.
- Reducing environmental impact, including waste, energy, or emissions. From less reliance on paper and reducing weight to more efficient flying, taxiing, and turnaround.

## SUSTAINABLE DESIGN IN PRODUCT LIFECYCLE MANAGEMENT

As a key supplier to the industry, we recognize that our technology could contribute to the Scope 3 emissions of our customers, like energy use and waste. We try to minimize those risks.

Where we supply hardware like airport and airline kiosks, we ensure we factor sustainability by design. Over the last five years, our approach to product design and lifecycle management has evolved from focusing on security to incorporating waste reduction, energy-efficiency, and future proofing. In 2021, we launched our new SITA Smart Path TS6 Kiosk, which includes sustainable design features.

## SUSTAINABLE DESIGN

In 2021, SITA set the new standard of future-proof, next-generation self-service hardware with the launch of the award-winning SITA Smart Path TS6 Kiosk for check-in, bag tagging, or border control. Sustainable design features include:

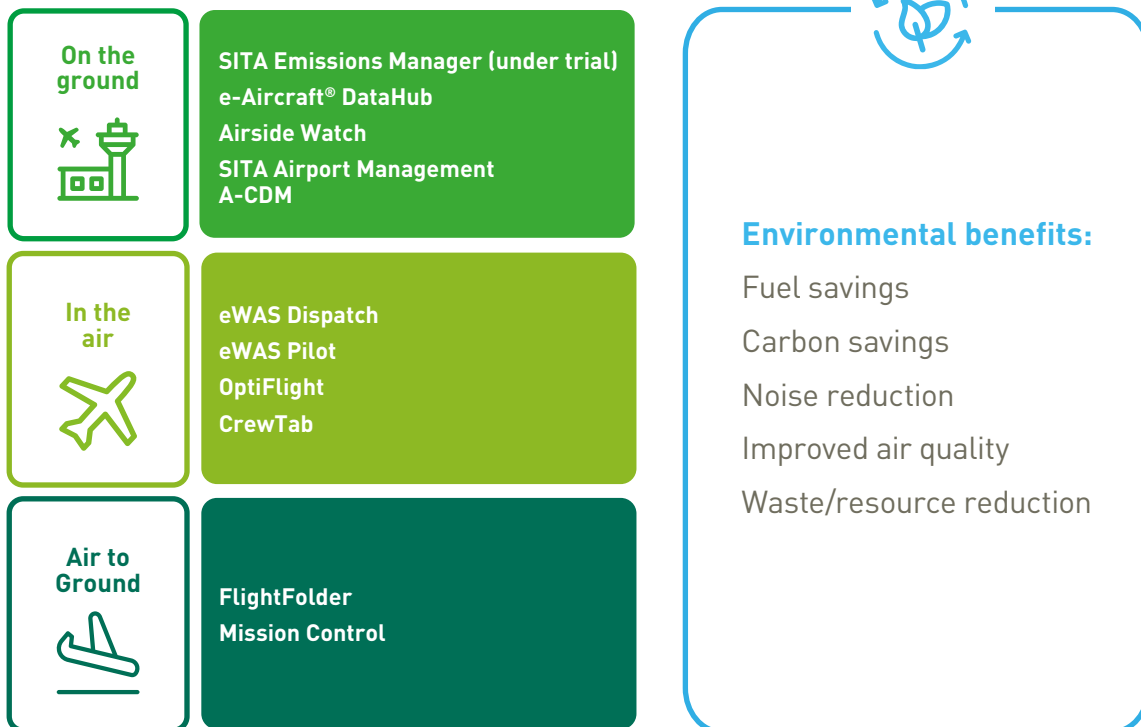
- Modularity – ability for products to adapt to different spaces e.g. reusing existing mounting points reduces the amount of new material required.
- Longevity – longer-lasting materials to extend a product's lifetime.
- Durability and designed for future upgrades reducing waste and the need for new solutions.
- Energy-efficiency – low power consumption.



## INDUSTRY AND UNIVERSITY PARTNERSHIPS

We currently work with two universities – University of St. Gallen, Switzerland, and Cranfield University, UK – on a range of research projects. In 2021, we contributed to a **research publication** by the University of St. Gallen on sustainable aviation. Our current engagement with Cranfield University includes several research projects exploring sustainable airport solutions.

We have working relationships with many industry organizations and bodies that are actively supporting the industry's decarbonization efforts, including International Air Transport Association (IATA), Airports Council International (ACI), International Civil Aviation Organization (ICAO) and Air Transport Action Group (ATAG).



### **SAFETY LINE ACQUISITION**

We acquired Safety Line S.A.S., the Paris-based start-up specializing in digital solutions for aviation safety and efficiency. It follows a successful commercial partnership signed in 2020 on helping airlines reduce their CO<sub>2</sub> emissions by optimizing flight phases with OptiFlight.

### **ECO APP**

In 2021, we introduced a new combination of our eWAS Pilot and OptiFlight applications on Bombardier's new Challenger 3500 business jet to avoid adverse weather and reduce fuel burn and carbon emissions through intelligent flight planning. It was the first time eWAS Pilot with OptiFlight was offered as a feature on a business jet.

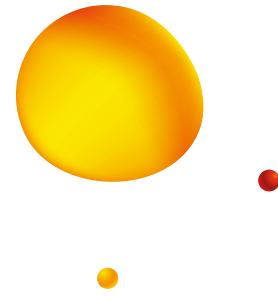
### **ENVISION DIGITAL PARTNERSHIP**

SITA entered into a partnership with Envision Digital to build net-zero carbon solutions for customers. For airports, this will involve energy and smart building solutions to optimize infrastructure efficiencies, reduce local emissions, and support airports in their sustainability journey.

### **SITA EMISSIONS MANAGER**

We introduced SITA Emissions Manager in 2021 to help airports improve data collection, monitor, measure, and optimize their Scope 3 emissions, which tend to be the largest source of emissions for most companies. An initial trial is underway at Palermo Falcone Borsellino International Airport.

# ABOUT THIS REPORT



This report covers the period 1 January to 31 December 2021. It covers the activities associated with SITA Group based on available information and data. All countries with SITA permanent employees can be considered countries where we operate for the purposes of this report. SITA's subsidiary Aviareto and SITA Airport IT GmbH is excluded from the scope of this report because they are not 100% owned by SITA. The activities of CHAMP have also been excluded from this report because they only became a fully owned SITA subsidiary towards the end of December 2021.

This report relies on data and information from the relevant business departments and systems within SITA, and external parties for data and information relating to emissions. Data is captured on aspects including carbon emissions, energy, water consumption, recycling, employee fundraising, volunteering, and corporate giving, as well as employee information such as retention and diversity. In 2021, we added two SITA data centers into our carbon footprint, and included a SITA office inadvertently omitted from our numbers in 2020.

We assessed and reviewed the SITA Group's social, economic, and environmental impacts inside and outside of our organization, using stakeholder feedback to determine our CSR strategy and the boundaries of each issue mentioned in this report. See '**Stakeholder Engagement and Material Issues**'.

A comprehensive materiality assessment is underway for our 2022 report.

## REPORTING FRAMEWORKS

SITA has formally reported its environmental, economic, and social performance since 2011 using the Global Reporting Initiative (GRI) disclosures framework. In 2021, we also expanded to report to CDP framework.

We also support the United Nations Global Compact (UNGC) and its 10 principles as a member of the initiative. This initiative drives how we treat our employees, manage our supply chains, limit our negative environmental impacts,

and promote high standards of business ethics. We map our activity to the United Nations Sustainable Development Goals (UN SDGs).

Our CSR reports also serve as a way for us to communicate our progress and commitment to sustainability and corporate social responsibility as signatories to the UNGC.

## SIGNIFICANT CHANGES

There were no significant changes to our ownership or supply chain impacting 2021. There were changes to our size in 2021.

Some of these changes include:

- Reduction in employee numbers – see Our People section of this report.
- We announced the acquisition of Safety Line and its employees were integrated into the SITA business.
- SITA continued the wind-down of its passenger services business.
- CHAMP became a wholly-owned SITA subsidiary.

SITA SC is a company legally registered in Belgium and our Articles of Association were revised to comply with recent changes to Belgian law and to support the implementation of SimplySITA, our internal transformation program. Approval by the company's shareholders of the Articles of Association took place in October 2021.

The simplification of SITA Group's current legal structure was underway in 2021 to strengthen SITA's position as a more agile and sustainable company for the benefit of its customers, members, and the wider industry. See the '**SITA Activity Report 2021**'.

Governance-wise, we set up a new committee in 2021, the Cyber Security Committee (CSC), to supervise SITA's cyber security activities.

# DATASHEETS

## GOVERNANCE

	SITA Board	SITA Council	Audit & Risk Management Committee	Remuneration Committee	Board Nomination Committee	Cyber Security Committee	Membership Committee	Council Nomination Committee	Executive Leadership Team
<b>Average Tenure in Years*</b>	2.5	3	1.5	1	0.1	0.4	3	4.6	-
<b>Men</b>	8	19	4	3	6	4	3	3	8
<b>Women</b>	2	7	1	1	1	0	1	0	3
<b>TOTAL</b>	<b>10</b>	<b>26</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>11</b>

As of 31 December 2021

\*Low average tenure figures due to new committees like the Cyber Security Committee (CSC) and also due to departures and new appointments of the SITA Board.

## EMPLOYEES BY COUNTRY

Country	No of employees**
United States	539
United Kingdom	505
India	480
Canada	366
Singapore	271
Switzerland	216
Czech Republic	212
France	155
Ireland	147
United Arab Emirates	123
Jordan	112
Italy	108
Australia	88
Brazil	76
Lebanon	72
Netherlands	69
Mexico	67

\*\*permanent, fixed-term contractors, students, and contingent workers

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Country	No of employees**
China	64
Germany	64
Spain	58
South Africa	55
Russian Federation	41
Belgium	38
Indonesia	35
Saudi Arabia	29
Malaysia	27
Oman	26
Malta	22
Bangladesh	21
Hong Kong	21
Egypt	20
Thailand	19
Argentina	17
Turkey	17
Denmark	16
Philippines	16
Taiwan	16
Japan	15
Korea, Republic of	14
Morocco	13
Poland	13
Costa Rica	12
Qatar	12
Viet Nam	11
Chile	10
Ghana	9
Colombia	8
Pakistan	8
Curacao	7
Jamaica	7
Bulgaria	6
Ecuador	5

\*\*permanent, fixed-term contractors, students, and contingent workers

Country	No of employees**
Nepal	5
Romania	5
Ukraine	5
Greece	4
Hungary	4
Myanmar	4
Peru	4
Trinidad and Tobago	4
Austria	3
Bahrain	3
Ethiopia	3
French Polynesia	3
Israel	3
Kuwait	3
New Zealand	3
Nigeria	3
Sint Maarten	3
Sri Lanka	3
Algeria	2
Antigua and Barbuda	2
Aruba	2
Cambodia	2
Cameroon	2
Dominican Republic	2
DR Congo-Kinshasa	2
Iran, Islamic Republic of	2
Kazakhstan	2
Mozambique	2
Panama	2
Paraguay	2
Portugal	2
Slovakia	2
Sweden	2
Tunisia	2
Uzbekistan	2

\*\*permanent, fixed-term contractors, students, and contingent workers

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Country	No of employees**
Zambia	2
Angola	1
Azerbaijan	1
Brunei Darussalam	1
Burkina Faso	1
Burundi	1
Cabo Verde	1
Chad	1
Congo-Brazzaville	1
El Salvador	1
Eritrea	1
Estonia	1
Fiji	1
Gabon	1
Guinea	1
Guyana	1
Kenya	1
Lao People's Democratic Republic	1
Libya	1
Lithuania	1
Maldives	1
Mauritius	1
Mongolia	1
Norway	1
Papua New Guinea	1
Reunion	1
Saint Vincent and the Grenadines	1
Senegal	1
Serbia	1
Sudan	1
Suriname	1
Tanzania, United Republic of	1
Turkmenistan	1
Uganda	1
Yemen	1
Zimbabwe	1

\*\*permanent, fixed-term contractors, students, and contingent workers

# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
<b>General Disclosures 2016</b>					
102-01	Name of the organization				See cover page.
102-02	Activities, brands, products, and services		Principle 8	SDG 9, SDG 13	See page 6 on Our Organization.
102-03	Location of headquarters				Headquartered in Geneva, Switzerland.
102-04	Location of operations				See page 6 on Our Organization. See page 54 on Office Smart.
102-05	Ownership and legal form				Detailed information on the composition and structure of our organization is included in the General Information of SITA Group Consolidated Financial Statements 2021.
102-06	Markets served				See page 6 on Our Organization.
102-07	Scale of the organization				See page 6 on Our Organization and page 54 on Office Smart. See SITA Group Consolidated Financial Statements & Activity Report 2021.
102-08	Information on employees and other workers			SDG 8, SDG 10	See pages 26 on Our Global Workforce. Figures are at year-end from our HR information systems. Employment does not vary seasonally.
102-09	Supply chain	Responsible procurement	Principle 8	SDG 12	See page 20 on Our Supply Chain and Responsible Sourcing.
102-10	Significant changes to the organization and its supply chain				See page 68 on About this report.
102-11	Precautionary Principle or approach		Principle 7		SITA adopts a precautionary approach regarding Principle 15 of the Rio Declaration on Environment and Development.
102-12	External initiatives				See page 68 on About this report.
102-13	Membership of associations				We have working relationships with many air transport industry associations, international organizations, standard-setting bodies and institutions including International Air Transport Association (IATA), Airports Council International (ACI), International Civil Aviation Organization (ICAO), Air Transport Action Group (ATAG), Federal Aviation Administration (FAA), and Civil Air Navigation Services Organisation (CANSO). We are members of ACI Europe, World Travel and Tourism Council (WTTTC) and ATAG. SITA is also a UN Global Compact member.
102-14	Statement from senior decision-maker				See page 3-4 on CEO statement.
102-16	Values, principles, standards, and norms of behavior				See page 6 on Our Organization. See page 16 Our Business Practices.
102-17	Mechanisms for advice and concerns about ethics		Principle 10:	SDG 16	See page 16 on Our Business Practices.
102-18	Governance structure				See pages 13-15 on Our Governance.

# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
102-19	Delegating authority				The Board (the highest governing body) and the General Assembly make/ approve the decisions. The CEO or other members of the executive management team implement decisions approved at the Board or by the General Assembly.
102-20	Executive-level responsibility for economic, environmental, and social topics				SITA's Head of Strategy & Growth Enablement is the executive-level post responsible for ESG topics. They oversee the CSR and Sustainability team, who perform the day-to-day execution of ESG topics. The Head of Strategy & Growth Enablement does not report to the SITA Board but reports to the CEO.
102-21	Consulting stakeholders on economic, environmental, and social topics			SDG 16	See pages 10-11 on Stakeholder Engagement and Material Issues.
102-22	Composition of the highest governance body and its committees			SDG 5	See pages 13-15 on Our Governance. See page 69 on Governance Data Sheets for the gender and tenure of our governance bodies and committees. Our SITA Board is made up of non-executive Directors who have independent oversight. We have a conflict of interest register which lists directorships/shareholdings in other companies of any SITA Board Directors - we are unable to share these publicly for confidentiality reasons. Our new Council Charter, approved in 2021, sets out the new composition of the Council which will be made up of 20 representatives from 10 geographical groups. Our Board and Council consists of responsible senior representatives from other organizations with ESG competencies. For example, one of our newest board member possesses specific experience in sustainability matters.
102-23	Chair of the highest governance body			SDG 16	The chair of the Board is not an executive officer in the organization.
102-24	Nominating and selecting the highest governance body			SDG 5, SDG 16	The selection process for the SITA Board is directed by the Articles of Association for SITA SC. For the Council, the process is directed by the Council Charter, which constitutes one of the Members Rules requiring approval by the General Assembly. Our Council Representatives and Board Directors reflect the importance SITA places on diversity, expertise in industry matters, and experience over a range of social, environmental, and economic topics. See: <a href="https://www.sita.aero/about-us/meet-the-team">https://www.sita.aero/about-us/meet-the-team</a> .
102-25	Conflicts of interest				A conflict of interest register for Board Directors is maintained and shared with the Directors. The Board Regulations govern how conflicts of interest are handled at the individual level at SITA Board meetings.



# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
102-26	Role of highest governance body in setting purpose, values, and strategy				See pages 13-15 on Our Governance.
102-29	Identifying and managing economic, environmental, and social impacts			SDG 16	See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 13-15 on Our Governance. The board has oversight of ESG topics, though the executive management team is responsible for identifying, managing, and implementing ESG topics. Various stakeholders such as employees, customers, and the Board - are consulted.
102-30	Effectiveness of risk management processes				See pages 13-15 on Our Governance.
102-31	Review of economic, environmental, and social topics				The SITA Board and the SITA Audit and Risk Management Committee meet, at minimum, on a quarterly basis. The General Assembly meets, at minimum, once per year.
102-32	Highest governance body's role in sustainability reporting				Our CEO formally signs and approves the organization's sustainability section in the CSR report and material topics.
102-33	Communicating critical concerns				Critical concerns are communicated to the SITA Board or to one of the Board's committees by the CEO or by the Head of Internal Audit. The Board meets regularly, at minimum once per quarter or on an ad hoc basis as needed.
102-40	List of stakeholder groups				See pages 10-11 on Stakeholder Engagement and Material Issues.
102-41	Collective bargaining agreements		Principle 3	SDG 8	We have collective bargaining agreements in place in 11 countries representing 6.1% of SITA's directly employed workforce as at December 2021.
102-42	Identifying and selecting stakeholders				See pages 10-11 on Stakeholder Engagement and Material Issues.
102-43	Approach to stakeholder engagement				See pages 10-11 on Stakeholder Engagement and Material Issues.
102-44	Key topics and concerns raised				See pages 10-11 on Stakeholder Engagement and Material Issues.
102-45	Entities included in the consolidated financial statements				See SITA Group Consolidated Financial Statements 2021. Our subsidiary CHAMP is not covered in this report.
102-46	Defining report content and topic Boundaries				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 67 on About this report.
102-47	List of material topics				See pages 10-11 on Stakeholder Engagement and Material Issues.
102-48	Restatements of information				Nil
102-49	Changes in reporting				No

# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
102-50	Reporting period				This report covers the corporate social responsibility activities of the SITA Group from January to December 2021. Where baseline periods of data differ we have indicated those on the respective sections in the report.
102-51	Date of most recent report				The last report was published in June 2021 and covered the period January to December 2020.
102-52	Reporting cycle				The reporting cycle is annual.
102-53	Contact point for questions regarding the report				See back cover.
102-54	Claims of reporting in accordance with the GRI Standards				This report has been prepared in accordance with GRI Standards: Core option.
102-55	GRI content index				See pages of index.
102-56	External assurance				It is not part of SITA's policy to currently assure non-financial reports. Therefore this report has not been externally assured.
<b>GRI 201: Economic Performance 2016</b>		Local economic contribution		SDG 8, SDG 9	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See SITA Group Consolidated Financial Statements 2021.
103-2	The management approach and its components				See SITA Group Consolidated Financial Statements 2021.
103-3	Evaluation of the management approach				See SITA Group Consolidated Financial Statements 2021.
201-3	Defined benefit plan obligations and other retirement plans				See SITA Group Consolidated Financial Statements 2021 for a summary of employee benefits plan and payments.
<b>GRI 205: Anti-corruption 2016</b>		Labor and working practice	Principle 6 & 10	SDG 16	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 16 on Our Business Practices.
103-2	The management approach and its components				See page 16 on Our Business Practices. Our internal validation board oversees significant corruption risks, such as the use of sales agents.
103-3	Evaluation of the management approach				See page 16 on Our Business Practices.
205-1	Operations assessed for risks related to corruption				We assess all our operations for risks relating to corruption. The significant risks identified relate to use of sales agents, gifts and hospitality, and access to confidential information.

# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
205-2	Communication and training about anti-corruption policies and procedures				See page 16 on Our Business Practices Not all of the information is available however, we can confirm that all (100%) governance body members (SITA Board) have received anti-corruption policy and procedure related communications and undertaken annual training. All (100%) of employees must undertake mandatory training on an annual basis around anti-corruption. Anti-corruption policies are available to all employees on our intranet. Anti-corruption employee communications includes a year-end update email to remind employees of disclosure obligations and policies. All third parties must adhere to our supplier code of conduct and contractual terms and conditions when doing business which includes compliance with all laws and regulations on bribery, corruption, and prohibited business practices.
205-3	Confirmed incidents of corruption and actions taken				0 incidences.
<b>GRI 305: Emissions 2016</b>		Reducing greenhouse gas emissions	Principle 7 & 8	SDG 3, SDG 7, SDG 12, SDG 13, SDG 15, SDG 17	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 45-60 on Environmental Action.
103-2	The management approach and its components				See pages 47-62 on Environmental Action.
103-3	Evaluation of the management approach				See pages 47-62 on Environmental Action.
305-1	Direct (Scope 1) GHG emissions				See page 52 on SITA's GHG emissions 2019-2021, by scope. Biogenic CO <sub>2</sub> emissions is not relevant for us. GHG emissions estimates are quantified by applying the most relevant emission factor(s) from published reputable sources (i.e. DEFRA) which takes into account GWP. SITA's GHG assessments quantify all six Kyoto GHGs (CO <sub>2</sub> , methane (CH <sub>4</sub> ), nitrous oxide (N <sub>2</sub> O), hydrofluorocarbons (HFCs), sulphur hexafluoride (SF <sub>6</sub> ) and perfluorocarbons (PFCs)), and are measured in terms of tons of carbon dioxide (CO <sub>2</sub> ) equivalence, or tCO <sub>2</sub> e. The global warming potential (GWP) of each GHG are taken into consideration. The base year is 2019 for emissions, because for most organizations 2020 reflects emission reduction due to decreased activity from the impact of COVID-19. CO <sub>2</sub> e emissions have been calculated by a third party, independent and qualified GHG emissions assessor, using either "primary data", ie inputs based on actuals when available, otherwise "secondary data" using benchmarks from their libraries.
305-2	Energy indirect (Scope 2) GHG emissions				See response 305-1.

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DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
305-3	Other indirect (Scope 3) GHG emissions				See response 305-1.
305-4	GHG emissions intensity				Our CO <sub>2</sub> e emissions are per FTE (full-time equivalent) is 1.96 CO <sub>2</sub> e tons after the allocation of energy attribute certificates. The denominator we use to calculate this ratio is the yearly average full-time equivalent employees, which include permanent staff, contractors, consultants, and interns/students. All three scopes are included, and all gases are included in the calculation.
305-5	Reduction of GHG emissions				See response 305-1.
<b>GRI 307: Environmental Compliance 2016</b>		Environmental management and compliance	Principle 7 & 8	SDG 7, SDG 13, SDG 15, SDG 16	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 16 on Our Business Practices See page 19 on Certification and Assurance of Best Practices. See page 54 on Office Smart: Creating Sustainable Workplaces. See page 58 on Office Smart: Reducing our Travel Footprint.
103-2	The management approach and its components				See page 16 on Our Business Practices. See page 19 on Certification and Assurance of Best Practices. See page 54 on Office Smart: Creating Sustainable Workplaces. See page 58 on Office Smart: Reducing our Travel Footprint.
103-3	Evaluation of the management approach				See page 16 on Our Business Practices. See page 19 on Certification and Assurance of Best Practices. See page 54 on Office Smart: Creating Sustainable Workplaces. See page 58 on Office Smart: Reducing our Travel Footprint.
307-1	Non-compliance with environmental laws and regulations				No significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received in the reporting period.
<b>GRI 401: Employment 2016</b>		Labor and working practices Diversity and inclusion Employee health, safety, and well-being	Principle 6	SDG 3, SDG 5, SDG 8, SDG 10	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 8-9 on 2021 in Focus. See pages 25-36 on Our People.
103-2	The management approach and its components				See pages 8-9 on 2021 in Focus. See pages 25-36 on Our People.

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DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
103-3	Evaluation of the management approach				See pages 8-9 on 2021 in Focus. See pages 25-36 on Our People.
403-03	Benefits provided to full-time employees that are not provided to temporary or part-time employees				See pages 27-30 on Diversity, Equity, and Inclusion. A competitive benefits package is provided consistently for full-time and part-time employees, including those on fixed term contracts, aligned to local laws.
401-3	Parental leave				Information unavailable. We do not track data on parental leave globally. However, employee entitlement to parental leave meets or exceeds statutory requirements in all countries where we employ people.
<b>GRI 403: Occupational Health &amp; Safety 2018</b>		Labor and working practice Health and wellbeing	Principle 6	SDG 8	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 33-34 on Employee Health, Safety, and Well-being.
103-2	The management approach and its components				See pages 33-34 on Employee Health, Safety, and Well-being.
103-3	Evaluation of the management approach				See pages 33-34 on Employee Health, Safety, and Well-being.
403-3	Occupational health services				See pages 33-34 on Employee Health, Safety, and Well-being.
403-4	Worker participation, consultation, and communication on occupational health and safety				See pages 33-34 on Employee Health, Safety, and Well-being. Our employees and contractors are predominantly home/office-based, so our health and safety practices reflect this low injury environment. However, we have a formal local management committee in major locations, consisting of our location leaders, local people managers, and representatives from facilities and HR. They are responsible for managing local health and safety agendas and issues (if any), and reviewing needs based on the development, implementation, and evaluation of our occupational health and safety management. These committees' responsibilities include discussing and reviewing local health, safety, and security delivery, concerns, and incidents (if any), which cover employees and contract workers. They typically meet once a month. Their decision-making authority includes ensuring our office and employees, including contractors and visitors, are well covered under local health, safety, and security frameworks and making improvement recommendations.



# GRI INDEX

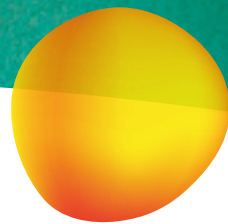
DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
403-5	Worker training on occupational health and safety				Health and safety awareness and training form part of onboarding practices for all new hires, whether employees or contractors. A detailed Health, Safety, and Security framework including training is contained within the company intranet pages.
403-6	Promotion of worker health				See page 33-34 on Employee Health, Safety, and Well-being.
403-9	Work-related injuries				There were 0 reported injuries at SITA offices, at airport sites, and home-office environments. SITA's main offices remained largely closed during 2021.
<b>GRI 404: Training and Education 2016</b>		Labor and working practice	Principle 6: Labor	SDG 4, SDG 8, SDG 10	
103-1	Explanation of the material topic and its Boundary				See pages 35-36 on Learning and Development. See page 35-36 on Learning and Development.
103-2	The management approach and its components				See pages 35-36 on Learning and Development.
103-3	Evaluation of the management approach				See pages 35-36 on Learning and Development.
404-2	Programs for upgrading employee skills and transition assistance programs				See pages 35-36 on Learning and Development.  All our major locations and most of our medium and small locations engage outplacement services to support continued employability following severance.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		Diversity and inclusion	Principle 6: Labor	SDG 5, SDG 8, SDG 10	
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 27-30 on Diversity, Equity, and Inclusion.
103-2	The management approach and its components				See pages 27-30 on Diversity, Equity, and Inclusion.
103-3	Evaluation of the management approach				See pages 27-30 on Diversity, Equity, and Inclusion.
405-1	Diversity of governance bodies and employees				We track our employee demographics in terms of gender and generation globally. See pages 27-30 on Diversity, Equity, and Inclusion. We have not reported on age and diversity on our governance bodies, only gender. See page 69 on Datasheets.
405-2	Ratio of basic salary and remuneration of women to men				For confidentiality reasons, we cannot disclose the details required for this disclosure. However, pay is equitable regardless of gender - see pages 27-30 on Diversity, Equity, and Inclusion.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor				See page 16 on Our Business Practices See page 20 on Our Supply Chain and Responsible Sourcing.

# GRI INDEX

DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
<b>GRI 409: Forced or Compulsory Labor 2016</b>		Labor and working practice	Principle 1, 2 & 4	SDG 8	
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 16 on Our Business Practices. See page 20 on Our Supply Chain and Responsible Sourcing.
103-2	The management approach and its components				See page 16 on Our Business Practices. See page 20 on Our Supply Chain and Responsible Sourcing.
103-3	Evaluation of the management approach				See page 16 on Our Business Practices. See page 20 on Our Supply Chain and Responsible Sourcing.
<b>Data protection and information security</b>		Data protection and information security			
103-1	Explanation of the material topic and its Boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 18 on Data Protection and Information Security.
103-2	The management approach and its components				See page 18 on Data Protection and Information Security.
103-3	Evaluation of the management approach				See page 18 on Data Protection and Information Security.
<b>Passengers' health and safety</b>		Passengers' health and safety		SDG 3	
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 22-23 Passenger Health and Safety.
103-2	The management approach and its components				See pages 22-23 Passenger Health and Safety.
103-3	Evaluation of the management approach				See pages 22-23 Passenger Health and Safety.
<b>Business Integrity</b>		Business Integrity		SDG 8, SDG 9, SDG 12, SDG 16, SDG 17	
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 13-24 Responsible Business.
103-2	The management approach and its components				See pages 13-24 Responsible Business.
103-3	Evaluation of the management approach				See pages 13-24 Responsible Business.

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DISCLOSURE		MATERIAL ISSUE	UN GLOBAL COMPACT PRINCIPLES	UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	COMMENTARY
<b>Certification and assurance of best practices</b>		Certification and assurance of best practices			
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 19 on Certification and Assurance of Best Practices.
103-2	The management approach and its components				See page 19 on Certification and Assurance of Best Practices.
103-3	Evaluation of the management approach				See page 19 on Certification and Assurance of Best Practices.
<b>Operational Excellence &amp; Customer Satisfaction</b>		Operational Excellence & Customer Satisfaction			
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 24 on Operational Excellence and Customer Satisfaction.
103-2	The management approach and its components				See page 24 on Operational Excellence and Customer Satisfaction.
103-3	Evaluation of the management approach				See page 24 on Operational Excellence and Customer Satisfaction.
<b>Product and services innovation</b>		Product and services innovation		SDG 9	
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See page 21 on Product and Services Innovation. See SITA Activity Report 2021 section on Innovation.
103-2	The management approach and its components				See page 21 on Product and Services Innovation. See SITA Activity Report 2021 section on Innovation.
103-3	Evaluation of the management approach				See page 21 on Product and Services Innovation. See SITA Activity Report 2021 section on Innovation.
<b>Sustainable Aviation</b>		Sustainable Aviation	Principle 8 & 9	SDG 7, SDG 9, SDG 12, SDG 13, SDG 17	
103-1	Explanation of the material topic and its boundary				See pages 10-11 on Stakeholder Engagement and Material Issues. See pages 63-67 on Sustainable Aviation.
103-2	The management approach and its components				See pages 63-67 on Sustainable Aviation.
103-3	Evaluation of the management approach				We evaluate the effectiveness of our approach to supporting the sustainable aviation goals of the industry from customer feedback on product performance, the emission reduction data captured from the solutions deployed, and implementing trials, which, by their very nature, enable lessons to be learned and enhancements to be made.





#### **Registered Office**

SITA SC  
Avenue des Olympiades 2  
B-1140 Brussels  
Belgium  
Tel: +32 (0)2 745 0510

#### **Geographic Offices**

##### **Americas**

3100 Cumberland Boulevard  
Suite 900  
Atlanta, GA 30339  
United States of America  
Tel: +1 770 850 4500

##### **Asia Pacific**

11 Loyang Way  
Singapore 508723  
Republic of Singapore  
Tel: +65 6545 3711

##### **Europe**

26 Chemin de Joinville  
1216 Cointrin  
Geneva  
Switzerland  
Tel: +41 22 747 6000

##### **Middle East & Africa**

Daoud Ammoun Street  
Bachoura Area  
PO Box 11-6524  
Beirut  
Lebanon  
Tel: +961 1637 300

**[www.sita.aero/CSR](http://www.sita.aero/CSR)**  
**[CSR@sitaaero](mailto:CSR@sitaaero)**