

SITA IMPACT REPORT 2025 ESG EXCELLENCE



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Our approach to sustainability – it's built in

We link our environmental, social, and governance (ESG) priorities to our business strategy. But more than that, we link them to the major role we play in aviation's ecosystem. We build sustainability into every solution we create. And we help customers run leaner, more resilient operations with better performance. The outcome? Sustainability isn't an add-on. It's a key part of how we create value across air transport and the wider travel industry.



Leadership and advocacy – top down, bottom up

Sustainability starts at the top. Our senior leadership sets our direction. They make sure across our business we reflect ESG priorities in decisions and long-term plans.

At the same time, to make sure sustainability lives and breathes across our organization, around 100 of our SITA colleagues act as Sustainability Ambassadors. They're part of our global Sustainability Ambassadors Network, bringing a bottom-up perspective. They step up for local initiatives and turn ambition into action every day.

We share responsibility for sustainability across all our businesses and in every one of our regions across the world. This is backed by common policies, processes, and governance. We embed sustainability in risk management to spot and manage climate and ESG risks, and build resilience.

We stay close to our stakeholders and communities

Staying close to our stakeholders is critical. We stay in regular contact with customers, employees, partners, suppliers, and industry bodies, and we use that input to shape our priorities and meet expectations. Our conversations inform our material topics; they guide our sustainability strategy and where we take action next.

Beyond our operations, we focus on making a positive impact on the communities we work in. Across the world, we support communities through hands-on volunteering, local initiatives, and employee-led activities. This shapes how we work and keeps us connected to the people and places around us.

This integrated approach makes sure sustainability runs through our strategy, operations, and culture. That's how we help build long-term value for our business, our customers, and the wider aviation community.



Partnerships and industry collaboration – it's in our DNA

Collaboration is part of our DNA. We've worked alongside industry bodies for more than 75 years. We're actively involved in global and regional forums to help shape standards, share expertise, and accelerate progress. Our experts contribute to industry workgroups around the world and support sustainability initiatives that move the industry forward.

We've worked with the industry on sustainability discussions for several years now. 2025 was no exception. That's when we showcased SITA Eco Mission, which we developed and launched with the Arab Air Carriers' Organization (AACO). We also work with industry partners to make aviation and airport operations more sustainable, including the Air Transport Action Group (ATAG), International Civil Aviation Organization (ICAO) and Airports Council International (ACI).

Partnerships like these complement our formal governance processes. They keep us close to what's changing, help us learn from others, and keep our sustainability priorities grounded in real operations across air transport.





Our Sustainability Strategy – where ambition becomes action

Our Sustainability Strategy sets out SITA's ESG priorities to 2030. We built it with extensive input from our stakeholders. Endorsed by our Executive Team in January 2025, our strategy is a framework for turning sustainability ambitions into action we can measure. We structure it around four interconnected pillars: **Climate, People, Practice, and Impact.**

Climate: we take action



We're committed to becoming a net zero company by 2050 under the Science Based Targets initiative (SBTi) framework. Our decarbonization approach focuses on improving energy efficiency across our products and touchpoints. We're increasing the share of renewable energy across our operations, and shifting our supply chain toward suppliers with SBTi commitments. We're also reducing emissions from corporate travel and freight.

People: we take care



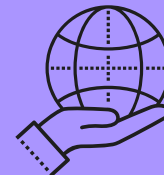
We're building a workplace where people feel included and supported, and can still do their best work. Our dedication to human rights extends throughout our supply chain, and we're strengthening our Diversity, Equity and Inclusion framework through targeted actions. With our VIVA volunteering program, employees support local communities through hands-on volunteering.

Practice: we do it right



We uphold the highest standards of governance and integrity. Ethical principles are embedded into every part of our business. We're also improving our ESG disclosures. We're working toward recognized certifications and ratings. And we're strengthening the quality and scope of our sustainability data as expectations change.

Impact: we help the industry



We're in a unique position to accelerate the air transport industry's transition to decarbonization. We offer products that help customers save energy and meet tightening environmental requirements. We keep improving our sustainability-linked portfolio to deliver real results worldwide.

ESG governance: how it works

We don't manage our ESG matters in isolation. They're part of how we make decisions, set priorities, and track progress across our business. Our goal is straightforward: to make sure ESG commitments lead to real action, are owned by the right people, and are reviewed regularly.

Our global reach comes with responsibility. Operating across more than 200 countries and territories, we deal with many varied expectations from regulators, customers, partners, and our own teams. Our scale helps us focus on what matters most: where we can have impact and where ESG risks or opportunities could affect performance.

Leadership visibility, management ownership – staying on top

We keep ESG performance visible. All SITA bodies receive regular updates on our strategy, performance, and risks. As regulations and disclosure requirements evolve, we're improving how we report sustainability information. This makes our reporting more consistent, expands coverage, and helps us see impacts, risks, and opportunities across our operations and value chain.

Getting things done – we work across many teams

Our management teams own day-to-day delivery. They're supported by our Sustainability and Corporate Social Responsibility (CSR) team, which coordinates reporting, tracks progress, and keeps leadership informed. We work across teams. Business units own their action plans, and the CSR team connects the dots. They make sure stakeholder input, evolving expectations, and operational realities all feed into how we set and adjust our priorities.

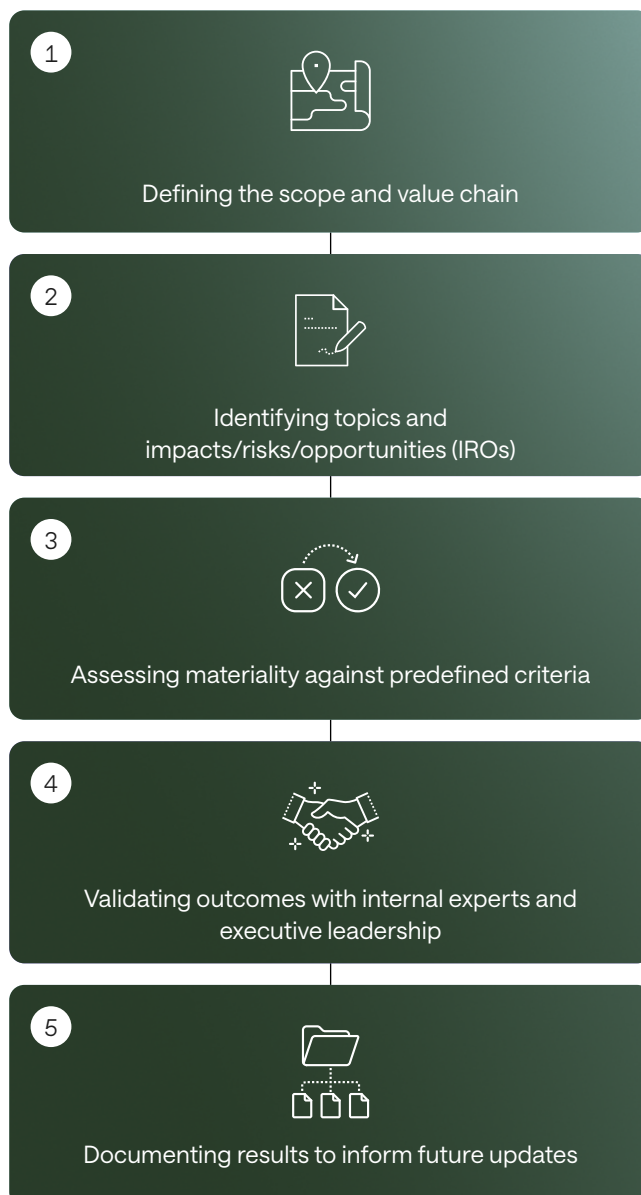
Double materiality – it's how we decide what matters most

The Double Materiality Assessment (DMA) is key. It helps us decide where to focus, informing us about what we report, and what we act on. It keeps strategy and disclosure grounded in the same evidence.

Our approach to double materiality is guided by the Corporate Sustainability Reporting Directive (CSRD). It looks at the world through two lenses:

- **Impact materiality** – our actual and potential impact on people, society and the environment across our value chain.
- **Financial materiality** – how non-financial risks and opportunities can influence SITA's financial performance, position, and long-term value.

Both perspectives are equally important. Both inform our sustainability governance and future disclosures. The methodology has a five-phase approach:



The process is built around stakeholder engagement. We used our 2024 DMA to develop our reporting. We gathered input from three dozen interviews and three focus groups. We also added employee survey insights and peer benchmarking.

We worked with:

Customers

Business partners

Regulators

NGOs

Industry associations

Suppliers

Contractors

Internal stakeholders across SITA

We used formal governance channels to review the outcomes, like our CSRD Steering Committee, and the Audit & Risk Management Committee (ARMC), a standing committee of the SITA Board.

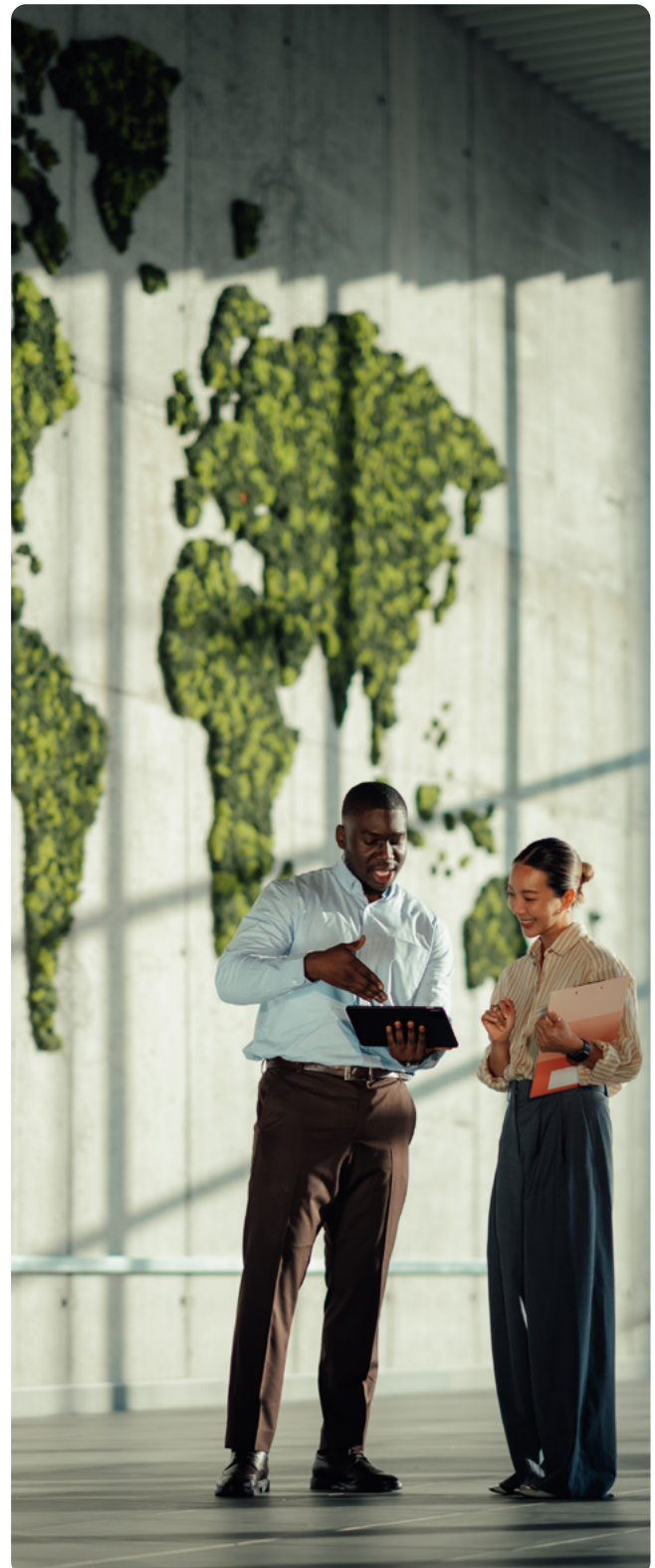
For 2025, we reviewed and updated our DMA. Why? To reflect changes in SITA's footprint. In early 2025, we acquired CCM, leading airport interior designers. Our DMA refresh broadened what we cover and added new areas. This includes furniture manufacturing, waste management, and circularity across the value chain. By updating our DMA, we make sure our priorities and disclosures match our evolving operations and stakeholder expectations.

Using the same methodology as in 2024, we reviewed our topics and concluded that Sourcing of products is now a material SITA Group-level topic. It's the first environmental topic beyond Climate change mitigation and energy to reach this status.

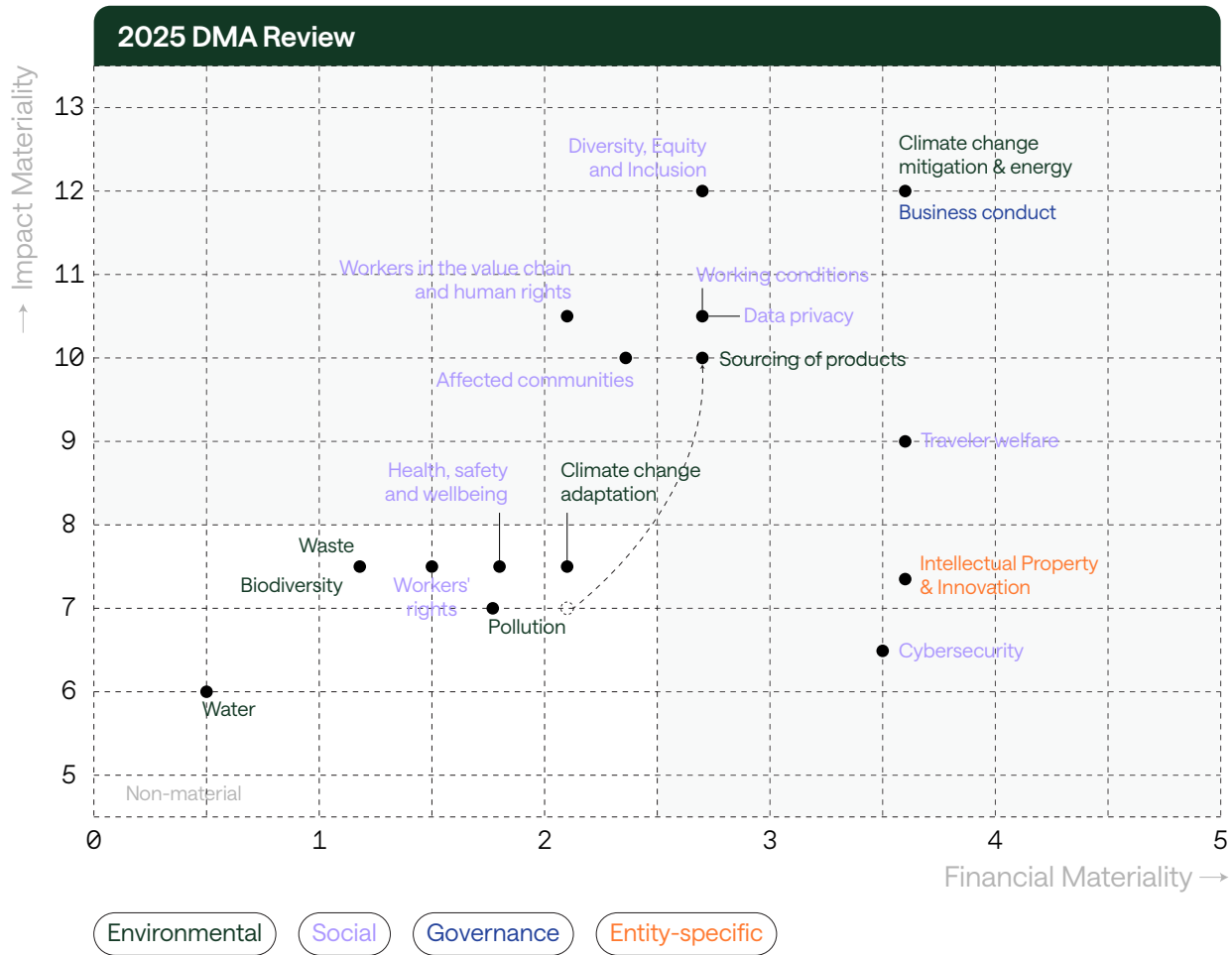
We carried out our reassessment with the same methodology, thresholds and Enterprise Risk Management (ERM)-aligned evaluation framework as in 2024. This makes sure our methodology stays consistent over time, so we can compare results.

That means we'll need to closely examine our obligations under ESRS E5 – Resource Use and Circular Economy. We'll also focus on updating our reporting to meet the relevant disclosure requirements. This includes areas like policies, targets, resource inflows and outflows, and the financial effects linked to material sourcing and circularity.

Toward the end of 2026, we'll do a full assessment with internal and external stakeholders. We'll take a fresh look at all sustainability topics across the SITA Group, including CCM. This will cover all impacts, risks, and opportunities across the Group. We'll pay particular attention to ESRS E5 disclosure requirements and revisit all topics previously assessed as material.



SITA Double Materiality Matrix



We link leadership accountability to sustainability objectives

We want to reinforce accountability for sustainability. To do that, we tie variable remuneration for relevant roles to sustainability goals. We design incentive schemes that reward performance linked to our long-term sustainability objectives, like our net zero commitment.

For our senior executives, and all our employees, we tie a portion of variable remuneration to sustainability targets. We make powerful use of our SITA Incentive Reward Plan (SIRP). In 2025, we made 7.5% of this plan dependent on sustainability-related targets. This incentive for our people also makes them accountable for delivering our sustainability agenda.

The SITA Board's Remuneration Committee reviews and endorses our remuneration policies. We include sustainability-related metrics in these policies and use external benchmarking where appropriate.

Transparency and reporting readiness

For a long time, we've used the Global Reporting Initiative (GRI) framework for voluntary reporting. But as we see reporting expectations evolving, we're improving our disclosures so we can be more accurate, relevant, and comparable. That involves refining metrics and expanding the scope of qualitative and quantitative datapoints, following CSRD and European Sustainability Reporting Standards (ESRS).

We recognize that some value chain metrics rely on estimates and indirect data. For that reason, we're working on improving data quality and reliability over time. We're doing this by working more closely with suppliers and improving how we measure and report. This shows our ongoing work to improve ESG transparency.

Environment

We're a global provider of digital solutions for the air transport industry with a broad international footprint. This shapes how we approach our environmental responsibilities.

From IT infrastructure in our offices, to tech for our customers in airports almost everywhere, our operations reach every part of the travel ecosystem. That means environmental responsibility is part of how we run our global operations.

Here, we look in detail at our environmental impact and what we do to reduce it. We cover climate action, energy and resource management, structured environmental systems in our offices, and the role of our people in delivering continuous improvement.

We show how environmental considerations shape our day-to-day decisions and long-term planning across SITA. Our [Environmental Policy](#) sets out our approach to environmental management across our operations.

Carbon footprint and decarbonization

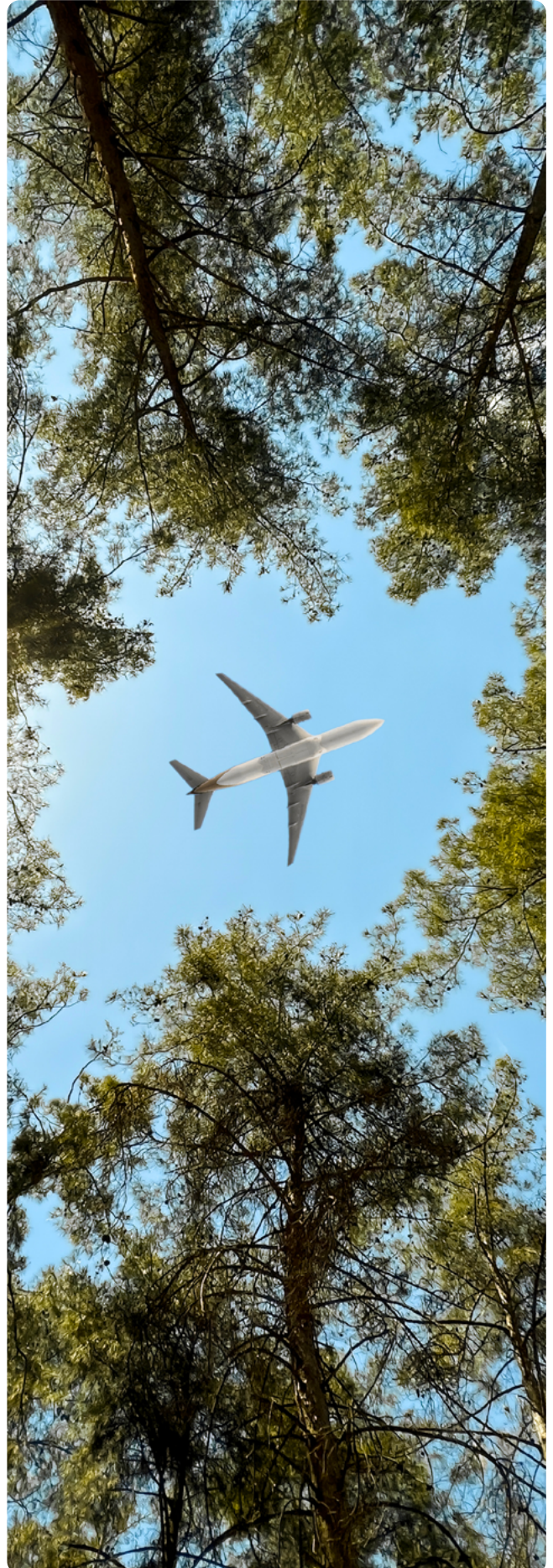
Climate action is a core pillar of our Sustainability Strategy. Our SBTi commitment acts as the key driver here. It gives us precise measurements, transparent reporting, and systematic reduction of greenhouse gas emissions.

In 2025, we improved how we collect, consolidate, and calculate emissions data, by deploying an automated carbon management tool. We've increased accuracy, reduced manual effort, and made sure we monitor progress toward decarbonization targets more effectively.

Compared with our 2019 base year, we've reduced our total carbon footprint by one third. This confirms our SBTi commitment to progressive decarbonization.

To verify our carbon footprint in 2025, we used an external independent assurance provider. This makes our reported data more reliable.

Over time, we've improved our ESG performance on climate. Evidence? We achieved an EcoVadis Leader-level performance in Carbon Management. We've also improved our Carbon Disclosure Project (CDP) score of D to C. That shows our strong progress in 6 of the 13 assessed CDP categories, which are driven by better governance, strategy, and integration processes.



Our carbon footprint developments¹

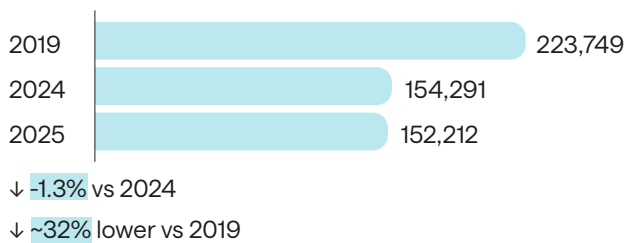
In 2025, we delivered strong performance while continuing to decouple our growth from emissions. Despite business growth, we stabilized our carbon footprint. Our total market-based carbon footprint was 152,212 tCO₂e. This represents a slight year-on-year reduction of 1.3% and is around one third lower than the 2019 base year, underlining our continued progress against our SBTi-aligned decarbonization pathway.

Where we stand in 2025

2025 total footprint	Change vs 2024	Change vs 2019 base year
152,212 tCO ₂ e	-1.3%	~32% lower

Total carbon footprint evolution

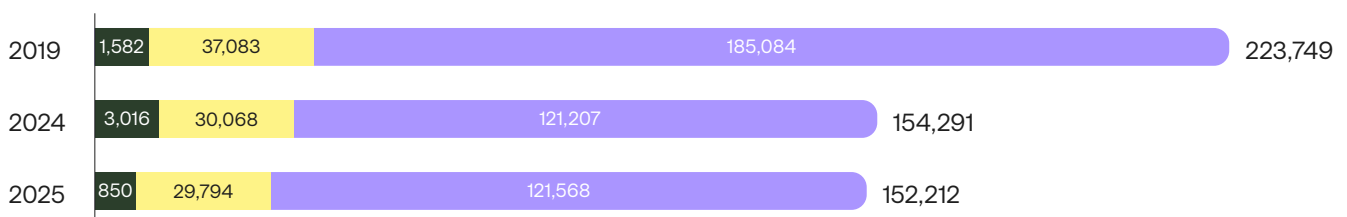
Market-based GHG emissions, tCO₂e



Our carbon footprint by scope

● Scope 1 ● Scope 2 ● Scope 3

Market-based GHG emissions, tCO₂e



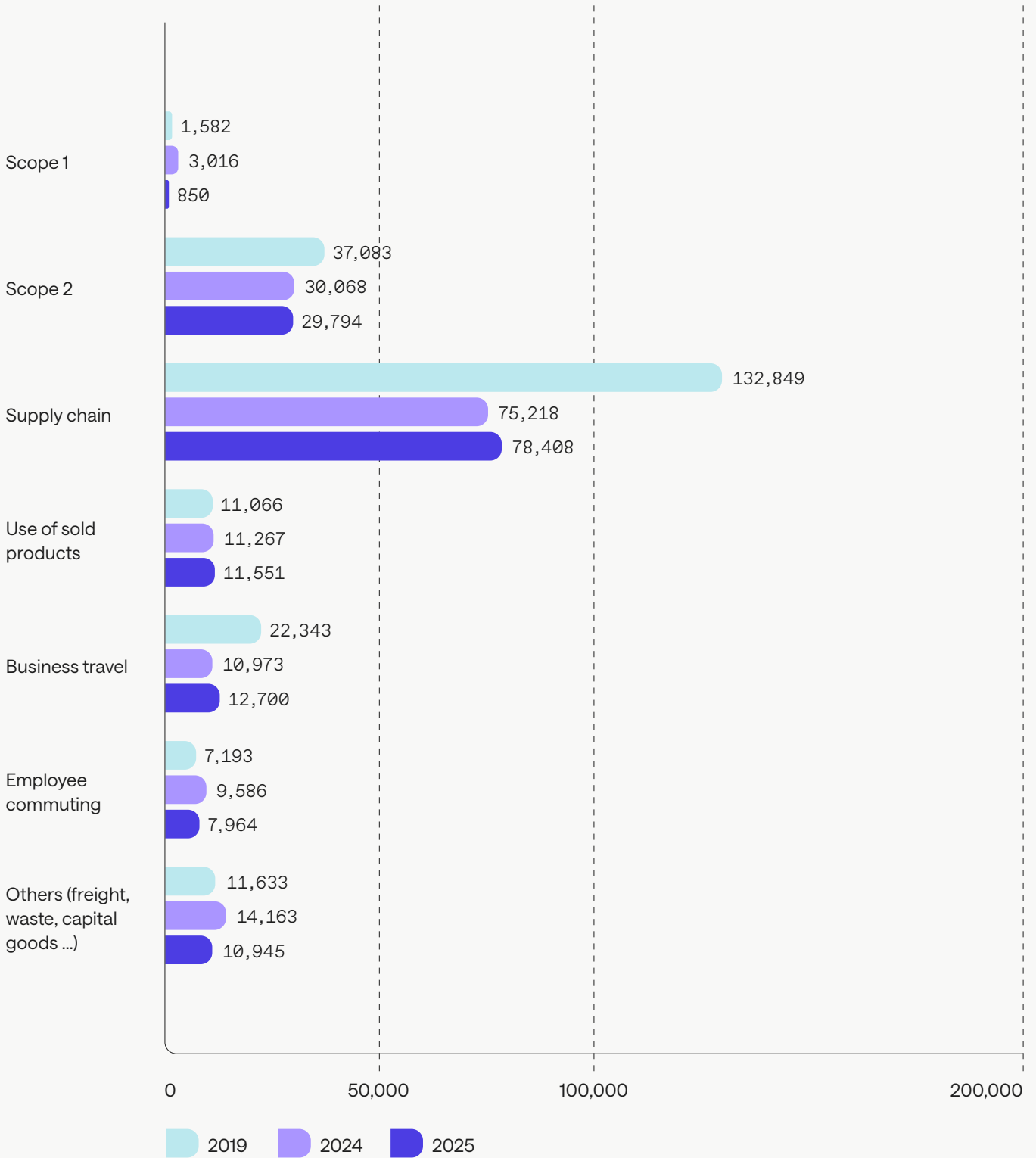
Scope 3 remains the largest part of SITA's carbon footprint, representing around 80% of total emissions in 2025. Scope 2 accounts for around 20%, while direct Scope 1 emissions remain below 1%.

Supply chain is the largest emissions category, representing almost 52% of SITA's total 2025 footprint. This confirms that procurement, supplier engagement, product choices and embodied emissions are critical areas for further decarbonization.

¹ The market-based carbon footprint in the CO₂e metrics have undergone a limited assurance review, performed by an independent audit firm. You can find more details on our carbon footprint in all GHG categories in Reference Materials, GHG Table. GHG emissions for 2019 and 2024 presented here have been restated - cf. p.16 for more details.

Our carbon footprint – a closer look

Market-based emissions tCO₂e



Our big step forward in carbon reporting

We took a big step forward in 2025 to improve the accuracy of our GHG emissions reports, as well as our capacity to meet our net zero commitment. Why? Because we completed the roll-out of a new carbon management platform. It gives us a great opportunity to streamline and improve the data sources for our carbon reporting.

Thanks to this, we've been able to refine our approach. We're present at over 1,300 sites around the world. About 85% of these are located at airports and 15% are town offices.

In the past, we reported GHG emissions originating from our airport operations under Scope 3.11 'Use of sold products'. Now, we can distinguish between the emissions caused by the assets we own, versus emissions originating from the products we've sold to our airport customers.

That means we can book emissions from our own assets' electricity consumption to Scope 2.1 'Consumed electricity' and Scope 3.3 'Fuel and energy-related activities not

included in Scope 1 or Scope 2', together with the emissions from our town offices.

In Scope 3.11 'Use of sold products' we now report only the emissions from the products we've sold. Our external auditors have endorsed this reallocation. So our new carbon report better reflects SITA's business model and aligns well with the GHG Protocol guidance. To make sure of comparability and consistency over the years, we've restated our past emissions, while also integrating the effect of mergers and acquisitions.

The evolution of our carbon footprint between 2024 and 2025 is positive news. We've seen a reduction of 1.3% in our absolute GHG emissions, despite significant business growth. One clear driver is the increased use of renewable energy in our town offices. This reduction rhythm is, nevertheless, too slow to allow us to reach our 2030 SBTi target. That's why we're working on three levers to accelerate our decarbonization.

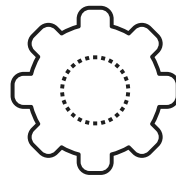
Our operational priorities are helping us move toward net zero. They address the most significant sources of SITA's emissions. These priorities turn the goals of our Climate Transition Plan into concrete actions across our business and value chain. They are:

Energy management



To reduce emissions associated with energy use, we're increasing renewable electricity and improving how energy is managed across our operations and infrastructure.

Product efficiency improvements



We're improving the energy and carbon performance of our products and solutions. We use Sustainability by Design principles in solution development. We use resources more efficiently across the life of our technology as we build a lower-impact portfolio.

Process changes



We're reshaping how we work to reduce emissions. That means factoring carbon into procurement, and closer work with suppliers. It also includes better logistics, travel, and asset management to reduce emissions and extend the useful life of equipment.

Energy – a strong story

Energy is one of the biggest sources of our environmental impact, so it's a key area of our decarbonization work. We focus on reducing energy demand, improving efficiency, and increasing the use of renewable electricity in our offices.

We're seeing great results. In 2025, 90% of our office electricity consumption came from renewable sources, up from 37% in 2024.

	2019	2024	2025
Total electricity consumption (offices) in MWh	19,446	10,385	5,560
Renewable electricity from active sourcing	N/A	3,805	5,059
% of direct renewable electricity*	N/A	37%	90%

*These figures reflect electricity consumption for office locations only and exclude SITA's operational footprint at airports.

We're improving energy efficiency as we shift to renewable sourcing. This includes LED lighting upgrades, optimized heating and cooling systems, plus energy-conscious office design, relocations, and renovations. Better data availability and refined calculation methodologies also contributed to the year-on-year decrease in reported electricity consumption.

We manage energy performance within our ISO 14001-aligned Environmental Management System (EMS). This supports delivery of our SBTi climate targets and our goal of increasing renewable electricity use by 2030.



Waste – tangible results

Electronic waste – we diverted 100% from landfill

We manage end-of-life electronic waste with a clear, structured approach to make sure it's fully diverted from landfill. In 2025, we diverted 100% of waste from landfill, recycling electronic waste through approved partners.

We recycled 14,105 items. That's a total of 107 tons. Because our waste profile is mostly electronic equipment, hazardous waste (e-waste) accounts for the full volume reported.

We track waste at site level and consolidate data centrally using inputs from certified suppliers. Where we can't make precise measurements, we make reliable estimates using supplier documentation and internal asset records.

We prioritize reuse to extend the life of our assets, using internal targets and incentives. Around 95% of waste is managed through global certified suppliers, using local providers where we need to comply with local legislation.

Office waste – better sorting

Our aim is simple. We want to maximize waste sorting across all our offices where we have the facilities. Our Sustainability and Facility Management teams work together to improve sorting rates. They're introducing centralized sorting stations throughout our offices and reducing the use of individual desk bins.

More than that, we raise awareness to improve how waste is managed in our offices. Targeted communication campaigns help employees understand how to sort waste correctly and make it part of everyday behavior.

We improve how we work by collecting data on our total waste. This helps us measure performance, spot opportunities to do better, and take targeted action. Where available, we also offer small electronic waste recycling so employees can bring items into the office for responsible recycling.

CCM manufacturing waste – working with partners

When we acquired airport interior designer CCM in 2025, we assessed its waste. The company generated around 160 tons of recyclable waste from production activities. This was mostly waste wood from manufacturing processes, as well as other mixed recyclable materials from production operations. CCM gives this to waste management partners for recycling.





Our offices in Delhi, India

“Sustainability takes root when it’s part of how people work every day – not just what they do alongside their work.”

At SITA’s Delhi Global Capability Center (GCC), we’re building sustainability into how our office operates and how decisions are made. As one of our largest locations, environmental management is now part of everyday work as we move toward ISO 14001 certification. This ranges from how we reduce waste and conserve resources, to how we design and improve processes.

This journey matters because of how people take part in it. I see colleagues asking thoughtful questions, suggesting improvements, and taking ownership of sustainability practices in the workplace. We have simple initiatives, like our employee-built office libraries created entirely through donated books. They show how sustainability thinking translates into daily office life through reuse, shared resources, and conscious choices.

This mindset naturally extends beyond our office walls. Colleagues choose to volunteer their time to support local communities, biodiversity projects, and social initiatives. Not because they have to, but because sustainability is already part of how they think and act at work. These activities make our culture stronger and build connection, pride, and shared responsibility.

For me, progress is building offices where environmental management, engaged people, and community impact all come together in everyday behavior, not just policy.



Zinnia Mitra

GM Sales
CSR Ambassador & Location Leader
Delhi GCC, SITA

Environmental Management System in our offices (ISO 14001)

Our offices play a key role in how we deliver on our environmental commitments. To translate group-level ambitions into consistent, measurable action at local level, we use an Environmental Management System (EMS) aligned with the ISO 14001 international standard.

Our EMS is the operational backbone for environmental management across our offices. It gives us a systematic way to identify, manage and reduce environmental impact, and stay compliant with regulations. It also helps us improve over time.

This framework connects our environmental strategy directly with day-to-day office operations, including our SBTi commitment, net zero pathway and energy goals.

How we apply EMS to our offices

We make environmental responsibility part of how we run our offices every day, rather than through standalone initiatives. Certified offices follow a cycle of planning, implementation, monitoring and improvement, with internal and external audits.

Key focus areas in our EMS include:



Greenhouse gas emissions reduction, in line with SITA's decarbonization trajectory and annual performance tracking.



Energy management, including increasing the share of renewable electricity through direct sourcing where possible, plus central procurement of energy attribute certificates.



Resource efficiency and waste management, with measures like improving waste sorting, reducing single-use plastics, and supporting reuse and recycling.



Employee awareness and engagement, reinforced by sustainability training, roadshows, and local initiatives.

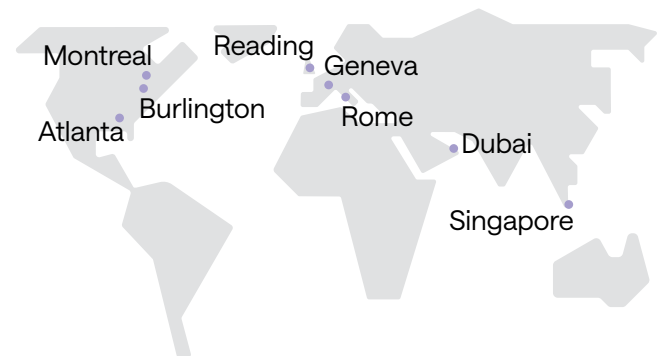


Continuous improvement of ESG performance, supported by internal ESG checklists and regular performance reviews.

By taking this approach, we make sustainability a part of everyday decision making, from facility management and procurement to employee behavior. That's how we keep this consistent across all the countries where we operate.

Scope and rollout of ISO 14001 – a phased approach

We're taking a phased approach to ISO 14001 certification. We focus first on our largest, strategic offices, as that's where our EMS will deliver the strongest impact. As of 2025, ISO 14001 certification covers offices in:



In 2025, certification was expanded to our Reading office, followed by our Prague office in early 2026.

We're now preparing other large office locations, including Barcelona and Delhi, for certification as part of the 2026 phase of our EMS rollout.

Together, our ISO 14001-certified offices represent around 30% of SITA's global workforce. This builds a strong foundation for rolling out consistent environmental practices across SITA.



EMS KPI and target

Environmental Management KPI



ISO 14001 Certified

ISO 14001-certified
large offices

12 offices
by 2027

It doesn't stop here. This target shows our commitment to expanding structured environmental management across our offices worldwide. We'll build consistency while respecting how things work locally.

With ISO 14001, we're making sure we drive environmental performance at scale based on clear systems, accountable ownership, and continuous improvement.



How do we make our offices consistently sustainable when we're such a global company?

"Behind every SITA office, there's a local reality. We're truly international, with operations around the world. Some teams work in large hubs. Others in smaller offices. Some are based in modern, certified buildings in city centers. While others work in locations close to our customers and airports.

For Corporate Services, the real challenge is how to respect those differences while still creating a consistent SITA workplace experience everywhere.

We work with shared principles and common standards, but not one-size-fits-all solutions. Across regions, we need our offices to reflect the same SITA expectations: safe, efficient, inclusive, and welcoming places to work, designed and managed with care for both people and the environment. How we achieve that may differ from location to location, but the direction must be consistent.

This work is often very practical. It's about the buildings we choose. The quality of the workplace environment. The lighting we install. How shared areas are used. How waste points are organized, and how offices support wellbeing and working together.

Working closely with the Sustainability and CSR team, we help translate SITA's environmental ambitions into the physical spaces where our people work every day.

For us, sustainable offices aren't about applying the same solution everywhere. They're about making better decisions with a common framework - in a consistent and practical way, across a very diverse global footprint."



Hussein El-Sanhoury
Director Corporate Services,
Corporate Services, SITA



Maria Paradiso
Manager Facilities Management,
Corporate Services & GEO EUR Leader, SITA



Case study: Applying our sustainable office principles – Barcelona

We use a consistent set of principles for our approach to sustainable offices. They cover location selection, employee wellbeing, energy efficiency, and everyday operations.

These principles shape how we design, select, and run office spaces across our global footprint. Our new office in Barcelona in 2025 is a great example of how we apply these principles.

ESG certified location

Moving to our Barcelona Alaba 111 building shows we prioritize office locations with strong environmental and wellbeing standards. The building holds LEED and WELL certifications, giving high standards of energy efficiency, indoor environmental quality and healthy workplace design.

Selecting certified buildings allows us to build in sustainability and wellbeing considerations from the beginning. It also creates a strong foundation for long-term environmental management.

Employee-centric design

Inside the office, it's clear the space was designed with people at the center. New furniture, natural elements like plants, and clearly defined zones for working together, quiet work, relaxation, and informal meetings.

This supports different working styles and promotes comfort, focus, and wellbeing. It reflects a simple idea: people do their best work when the workplace works for them.

Sustainable materials and everyday operations

Sustainability is also built into daily office practices. Our Barcelona office includes clearly visible waste-sorting points, encouraging responsible behavior as part of everyday routines.

Durable fittings, reuse-friendly layouts, and efficient LED lighting support lower energy use and reduced material waste over time.

All this fits our approach to sustainable materials and operations.

Healthy environment and connection to nature

The building's green facade and rooftop terrace extend the workspace beyond the office floor. It matches the character of the surrounding area, Poblenou, as a modern, people-friendly urban district. These features support access to daylight and fresh air, reinforcing our focus on healthy workplaces in a city environment.

The Barcelona office shows how our sustainable office principles translate into real workplaces. Combining certified locations, thoughtful design, and engaged employees.

Health & Safety – applied everywhere

We're continuously improving our Health and Safety (H&S) management system. We do this through regular third-party audits. We also work with H&S consulting and certification bodies and prioritize corrective and preventive actions.

Our Executive Team endorses and oversees our Health, Safety and Environment (HSE) policy and program. It includes:

- Proactive risk and hazard assessments
- Mandatory health and safety training for all new joiners
- Emergency preparedness and response planning at all sites
- Continuous internal inspections
- Centralized incident reporting and investigation
- Integrating HSE requirements into procurement and contractual processes

Our commitment to health, safety, and the environment applies to everyone - employees and contractors alike. Our HSE policies are clear, accessible, and built to be used. This underpins our 2026 Workplace Safety Goals with a clear, accountable way to prevent incidents, build skills, and stay ahead of issues across all our sites.

SITA Workplace Safety Goals

Goals	Description	Target Metric	Objective
Goal 1: Training Completions	Make sure all employees complete mandatory Health, Safety and Security (HSS) training within 30 days of joining.	100% completion of mandatory HSS training within 30 days of joining.	Achieve >95% completion within defined timelines.
Goal 2: Zero Accident Office Environment	Systematic reporting of incidents and unsafe conditions, supported by regular inspections, ergonomic assessments, and preventive maintenance.	Zero incidents or lost-time injuries.	Create and sustain a proactive safety culture that minimizes risks and prevents workplace incidents.
Goal 3: Certified Audits Across Locations	Perform internal audits at office locations using a certified audit methodology to verify compliance with defined safety standards, assess risks, and drive timely corrective action.	External audit of agreed sites; closure of 100% high-risk findings within 30 days.	Ensure all office locations meet defined internal and external safety standards.

Social

In 2025, we were even more committed to a workplace built on respect, inclusion and trust, with human rights and dignity at its core. Across every geography and function, our culture is shaped by shared values and open dialogue, where different perspectives help us work better.

Just as important, we're preparing our workforce for the future. We're investing in skills, leadership, and wellbeing so our people can do well in a fast-changing industry.

Our People

Ready for tomorrow: our people journey

How do we drive innovation? Our people make it happen. They're the power behind our drive to be the travel tech partner of choice for the industry. As one of the world's most international businesses, we see our global mix of perspectives as a strong competitive advantage. It helps us serve our customers everywhere, respond quickly to change, and grow responsibly.

That's why we've created a workplace where colleagues feel supported. Fairness, inclusion, and wellbeing guide how we lead and work. We uphold labor laws and human rights wherever we operate. We create ways of working that help our people do their best work and serve our customers well.

We've also been building a culture that puts people first and is ready for the future. In 2025, we focused on building skills, improving performance, and being even more transparent. That's how we make better, more consistent decisions across our organization.

We're focused on growth, and we make it happen through expertise, leadership, and how we work every day across teams and locations.

We're continuously elevating our people data and reporting. Structured HR data and analytics tools give us clearer insight into workforce trends. That helps us make more informed decisions.



Respecting dignity, protecting people

Respect at SITA starts with how we speak to each other, how we listen, and how we work through differences. We want our people to be themselves, feel safe and valued, and treat others with the same care and dignity.

Our core expectation is respect for human rights. This underpins how we treat our people. We're committed to upholding the dignity, rights, and freedoms of everyone in our workforce, following internationally recognized standards.

Our Code of Conduct and people policies prohibit discrimination, harassment, forced labor, and any form of exploitation. (See 'Ethics - we do it right')

We're building a workplace based on trust, fairness, and respect, and we bring human rights into how we work and lead every day.

We make sure employees can raise concerns safely and that they're addressed properly. Everyone working at SITA can speak up through management channels and control functions. We also provide RADAR, our independent, externally hosted whistleblowing channel.

It's available in local languages and supports confidential reporting, including anonymous submissions. We reinforce this with a group-wide Non-Retaliation Policy and established processes for triage, tracking, and investigation.

In 2025, there were no confirmed instances of human rights violations, discrimination incidents, or related complaints in our workforce.

People are at the heart of everything we do at SITA

"We think a lot about how work feels for people. Creating an environment where individuals feel valued, empowered and able to grow isn't just the right thing to do. It's central to our purpose of making travel safer, easier, and more sustainable for everyone.

Over the past year, we received the '**Great Place to Work®** certification in 28 countries. It's a strong confirmation that focusing on employee experience matters. And it reflects the trust, pride and sense of belonging across our teams, in all regions and roles.

We also see it in stronger engagement, internal mobility, and retention across key talent segments. It shows the culture we're building together is working.

Alongside these milestones, we're still investing in the future through our **strategic skills** and **upskilling program**. We're making sure our people have the skills they need to do well in a fast-changing industry. By building the skills our teams need for the future, we're setting them up to do their best work.

It helps people grow their careers while making SITA stronger and more innovative over time. We're also levelling up leadership skills and employee wellbeing as core drivers of our sustainable performance.

We stay accountable by listening, using data, and acting on it.

What we've achieved so far gives us even more reason to keep investing in our people, giving them opportunities to grow, develop their careers, and do meaningful work."



Alina Ionescu
Chief People Officer, SITA



How we show up, work together, and lead

Our culture is based on a shared set of values that shapes how we work together. They guide our behaviors and leadership, helping teams collaborate, innovate, and deliver for our customers. Those values are:

Dare to grow

Try fast, fail fast

Do it together

Step up for the customer

It's a common language for how we work and build trust across our geographies and business functions.

The way we work helps us grow and transform. It gives our employees the opportunity to shape our future. It helps us handle change and keep moving forward.

We moved faster by getting people across the business involved in driving culture change. Coaching, executive sponsor guidance, and regional roadmaps help teams work in the same direction and take shared responsibility.

We also create moments of connection that reinforce belonging across our global organization, including SITA Open Day celebrations in almost 80 countries.

During SITA Open Day, employees take time to celebrate our culture and learn about our products and services around the world. Our 2025 Open Day celebrated an important milestone: recognition as a 'Great Place to Work' in 28 locations. That includes our high growth sites and regional offices. The event was a good moment to share the news, as part of our philosophy of being open and listening.

A place where people value working

Being recognized as a 'Great Place to Work' matters to our company, and reflects what our people tell us about their day-to-day experience. It reinforces our employee engagement survey results. They consistently highlight trust and connection across our teams and locations. We're proud of this acknowledgment.

We see it as both encouragement and responsibility – to keep listening to our people, to act on their feedback, and to continue building a workplace where colleagues feel respected and motivated to do their best work.

Growing skills for a changing world

We're a tech-driven company in a sector that's changing fast, so continuous learning helps us keep up and adapt. It gives our people the skills to innovate, think long-term, and make a positive impact. That's why we're building a more skills-driven organization.

To do this, we build skills thinking into goal setting and learning pathways. It helps our people grow and helps us respond to the changing needs of a sustainable business.

In 2025, we made sure learning was broad and accessible. Programs supported onboarding for new joiners, career-centered development for early career professionals, and on-demand learning resources for continuous development. Our expert-led programs and recognized certifications helped develop key professions like tech, sales, and project management.

Our colleagues completed 68,000 courses across the year and delivered over 100,000 hours of certified learning. This level of engagement shows a strong appetite to keep learning using our platforms.

In 2025 we modernized our learning experience. That included upgrading our Learning Management System to Oracle Learn. We also brought leading providers together into a more intuitive, one-stop learning environment. We rolled out a new solution called 'Skills Center', a platform that adapts learning to each person.

We focused on developing our leaders and people managers across the organization.

We took on Harvard Business Publishing resources, and developed 170 people managers through Harvard Manage Mentor in 2025. A case study by Harvard Business Impact highlights our partnership with Harvard to improve leadership skills.

We launched a Global Language Learning Program with Learnlight to help teams work better across countries. We also expanded our aviation expertise through accredited training with Airport Council International (ACI). Specific training programs in 2025 included:

- Our **Strategic Skills** program. This brought together nearly 1,000 colleagues across 65 countries on a shared development journey. Our program develops leaders who can lead change in travel and transport
- Our first-ever **High Potential Program**. We piloted this one-year development journey in 2024-2025, to shape our future leaders. They did assessments, coaching, peer collaboration, and leadership exposure – to build strategic, adaptable, and impactful leadership skills. Our pilot helps build a more flexible pipeline of future leaders. One that can navigate change, drive innovation, and support our long-term success. We completed the program in 2025 with 147 graduates.
- Our **Self-Leadership** program. We collaborated with the University of Geneva to help early careers employees develop confidence, self-awareness, and key leadership skills. In 2025, 16 people graduated from this program.



“This is a fantastic course for anyone looking to build a structured way for teams to keep innovating. It gives teams practical tools to support creativity and a clear way to manage ideas from start to finish.

Highly recommended for leaders who want to move beyond buzzwords and build a solid foundation for generating and executing new ideas.”

Training: Leading Innovation I by Stanford



Carlos Felfoldi

Senior Product Owner
CTO - Infrastructure & Cloud Engineering
DC Operations, SITA

“The successful contract for 42 ABC Gates at GRU Airport (Latin America and the Caribbean’s biggest airport) was a direct result of skills training. Since 2023, we’ve applied the Challenger approach, particularly by reframing the solution as strategic national infrastructure for public and private stakeholders.”

Training: Challenger



Rodrigo Costa

Senior Account Manager, SITA

“We used Challenger Techniques, particularly insight-led conversations and personalized value discussions. That led to an agreement with the Chairman on adopting SITA eWAS (Electronic Weather Awareness System) and Electronic Flight Folder (EFF) services.

Through the Challenger’s teach-and-tailor approach, we tackled key issues like operational inefficiencies from unreliable weather data, lengthy briefing times, and increased fuel and diversion costs due to poor visibility. Our solution will reduce briefing times by 40%, lower diversion rates, and enhance flight planning accuracy. The total contract value for this opportunity is US\$130,000.”

Training: Challenger



Mehdi Babak

Senior Project Manager, SITA



Attracting potential, powering progress

Our talent agenda drives company strategy and growth. We're making sure we have the right capabilities to deliver on our strategy in a workplace where people can grow. This needs to happen across the organization. Our workforce is truly international. We have over 130 nationalities, working across 372 locations in 113 countries. Around 37% of our employees work in customer-facing roles, serving our customers globally.

As we grow, we're hiring more people. Speed and quality in talent acquisition are crucial. In 2025, we improved how we recruit. We grew our workforce overall. And we reduced average time to hire to 57.9 days, an improvement on 62.7 in 2024.

We're also using a more skills-based approach to talent. Our Strategic Skills initiative targets critical capability gaps. It's a balanced approach of bringing in external expertise and building internal skills, which is key in driving our transformation.

In 2025, we welcomed 120 strategic skills hires. This makes sure we have the right skills in the right place, while helping employees feel confident about shaping the future of the business.

Early careers hires bring in the talent we need for the future. We kept investing in graduate and early careers programs to help people build long-term careers. We continued investing in leadership development, too. Our high potential employees take part in programs that prepare future leaders and help our organization adapt more easily.

We're seeing our people grow and progress. In 2025, we recorded 285 internal moves and 300 promotions. That shows strong internal mobility and career progression. At the same time, we welcomed 1,131 new employees across 48 countries. We're proud to be attracting diverse talent globally and building the skills we need for what comes next.

Different voices, stronger outcomes

A diverse and inclusive workplace is better for decision-making, performance, and a culture where people can bring their full selves to work. We're committed to diversity, equity, and inclusion. It's in our policies that guarantee equal employment opportunities, training, pay, and promotion, with all decisions based on merit.

We stay connected with our workforce through multiple communication channels, including performance reviews, one-to-one manager conversations, workshops, training, and town halls. We always make time to speak with our people. We also use employee surveys and feedback to spot trends, see what's working, and where we can do better.

Inclusion is part of how we work every day, through open dialogue, understanding, and practical action. We make sure we listen to and engage colleagues across nationalities, cultures, generations, genders, backgrounds, and experiences.

Our network of Employee Resource Groups (ERGs) brings this commitment to life. Working across regions, these communities help people feel represented and included. They create safe spaces for connection and learning. They also offer insights that help us make business and people decisions.

Our NEXTGen Employee Resource Group moves this forward. It connects our people across functions, locations, and career stages. It bridges silos, helps teams come together, and builds relationships beyond organizational boundaries. The result? A more connected workforce and a stronger 'One SITA' culture.



Helping our people to thrive, at work and beyond

We deliver consistent, responsible people practices across every market. Our approach brings fair working conditions, supports compliance with local legal requirements, and makes sure we run on consistent global standards and governance. Our workforce includes permanent and fixed-term employees, students on placement, graduates, and contingent talents like contractors and freelancers.

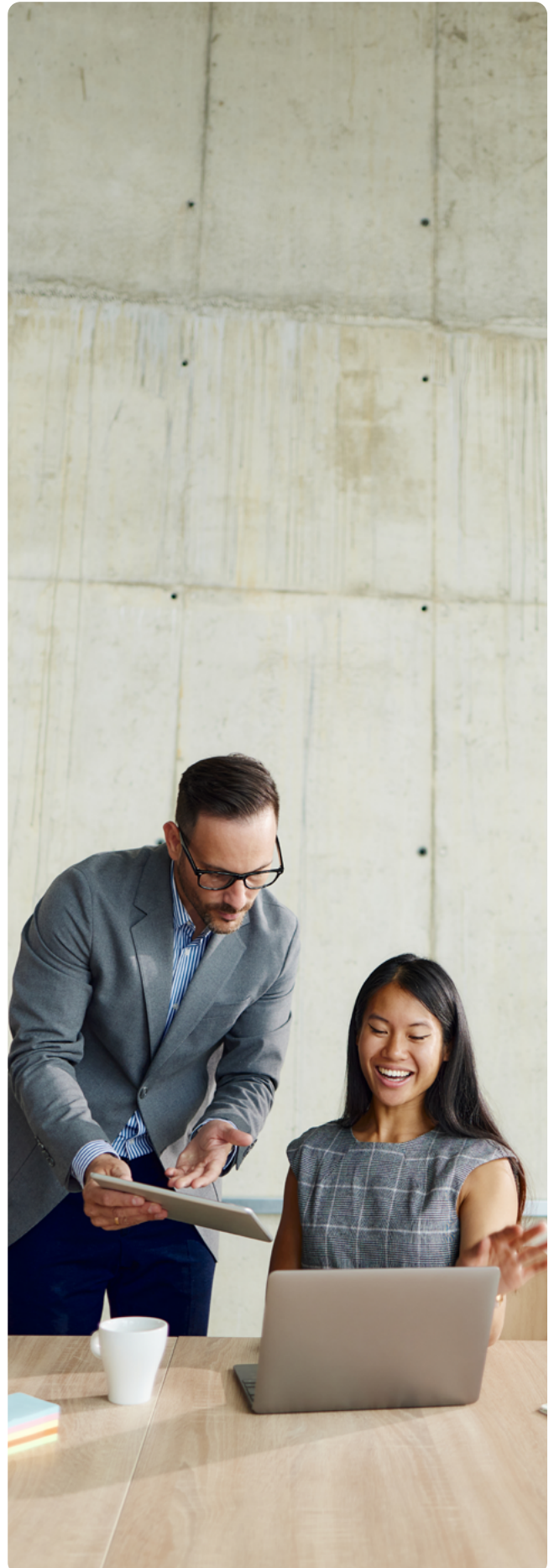
We build safety into how we work. Our Health, Safety and Security (HSS) program keeps it in place. It includes procedures for reporting incidents, assessing risk, and taking corrective actions. We regularly audit major sites through internal and external reviews. (See also 'Health & Safety – applied everywhere'.)

We look after people, not just roles – addressing mental, physical, financial, and social aspects. We promote this across our company through global and local initiatives. All our employees can access digital wellbeing tools via Optum's platform. We saw strong engagement in 2025, particularly for the mental health app Calm. This let us know our people are interested in mindfulness and sleep support. We also use other tools to support wellbeing in practical ways.

We offered seven global wellbeing webinars through the Bank of Hours model, allowing people to draw down working hours over a defined period. We saw great participation in these sessions, which attracted 395 attendees. To support our employees' everyday wellbeing and productivity, they covered topics like:

- Preventing burnout
- Navigating workplace change
- Hybrid working best practices
- Substance use awareness

We want our employees to have a good work life balance. Our flexible working policy offers hybrid and flexible working. It includes the option to work remotely from anywhere in the world for up to 30 days a year. We give people autonomy, and yet still keep teams connected.



Community engagement

Community engagement is becoming a bigger part of how we work. We back volunteering and local action in the communities that people call home. Our case studies from India, Jamaica, Ireland, and South Africa are great examples of what this looks like. (See 'Case studies', page 34.)

We contribute to the wellbeing of the communities we work in

Community engagement has always mattered to us. It's one of the ways we support local communities, shown by our [Community Engagement Principles](#).

In 2025, we kept our initiatives grounded in our social responsibility principles: environmental stewardship, innovation, digital inclusion, and equitable community support.

We invest where it matters most. Every initiative responds to local needs, is co-developed with trusted charities and NGOs, and gives our people the opportunity to apply their skills, time, and energy in meaningful ways.

We're committed to making an impact

The engine behind our community engagement is our Value in Volunteer Action (VIVA) program. Launched in 2018, it's now widely adopted across SITA. Through VIVA, we give our employees one paid day off work each year to volunteer for charitable or community causes of their choice, as individuals or as part of a team.

In 2025, our approach kept participation high across every setting, on-site, individual, and online. VIVA keeps growing and improving. In July 2025, we added an extra paid day for blood donation, another important form of community support.

Our Sustainability and CSR team coordinate VIVA, supported by [Employee Volunteering Community Interest Company \(CIC\)](#). Local teams play key roles in building strong community connections. They choose causes and run activities based on what communities need.

This approach works. Our colleagues' feedback confirms that they value the balance between global direction and local ownership, seeing community engagement as a true expression of our values.

In early 2026, we launched a global Sustainability Ambassadors community. It brings together a network of nearly 100 colleagues from across our regions and functions, and it's still growing.

Our ambassadors drive sustainability and community engagement across the company. They share a commitment to giving back and building a more sustainable business. This community is where we share ideas, support local initiatives, and move our sustainability and social impact forward.



SITA people in action – strong shared results

Employee engagement in community activities is still growing and the impact is real. In 2025, 11.3% of SITA employees supported community causes, up from 8.45% in 2024 and that's from 2% in 2023.

Participation took many forms. Colleagues volunteered on site in organized events, supported charities individually or online, and donated blood. We saw especially strong engagement in locations like Cluj (Romania), Mumbai (India) and Prague (Czech Republic). Global participation reached a peak in November 2025.

These small, locally driven activities add up to strong shared results and meaningful impact. In several regions, colleagues also initiated and organized their own events or volunteered individually, supported by the central CSR framework.

In selected locations, like India and South Africa, we support volunteering with targeted funding.

Making a difference locally

In 2025, employee volunteering varied widely and showed how people support their local communities everywhere. Through VIVA, colleagues worked with local charities and community groups. They took part across Europe, the Americas, Asia, and Australia, with a focus on social inclusion, food security, education, and environmental sustainability.

Employee action showed real support. Teams joined in hands-on activities to help vulnerable groups and strengthen communities. In Cluj, volunteers prepared learning spaces for children ahead of the school year. At social services centers in Rotterdam, Nice and Montreal, colleagues also partnered with local organizations to make care packages and support food bank operations. This helped families in need of access to essential supplies.

In Sydney, our teams worked with Gift of Bread. They volunteered on food rescue and preparation. This helped with food security, local employment and training opportunities. In Gurugram in India, our colleagues combined environmental action with learning, planting saplings and building a deeper understanding of biodiversity and sustainability. In Brazil, our teams organized a blood donation drive, directly supporting local healthcare needs.

In all regions, our people are making a consistent impact. They feel empowered to connect locally, support trusted community partners, and make a difference. Every effort is local. Together, they add up to something much bigger.

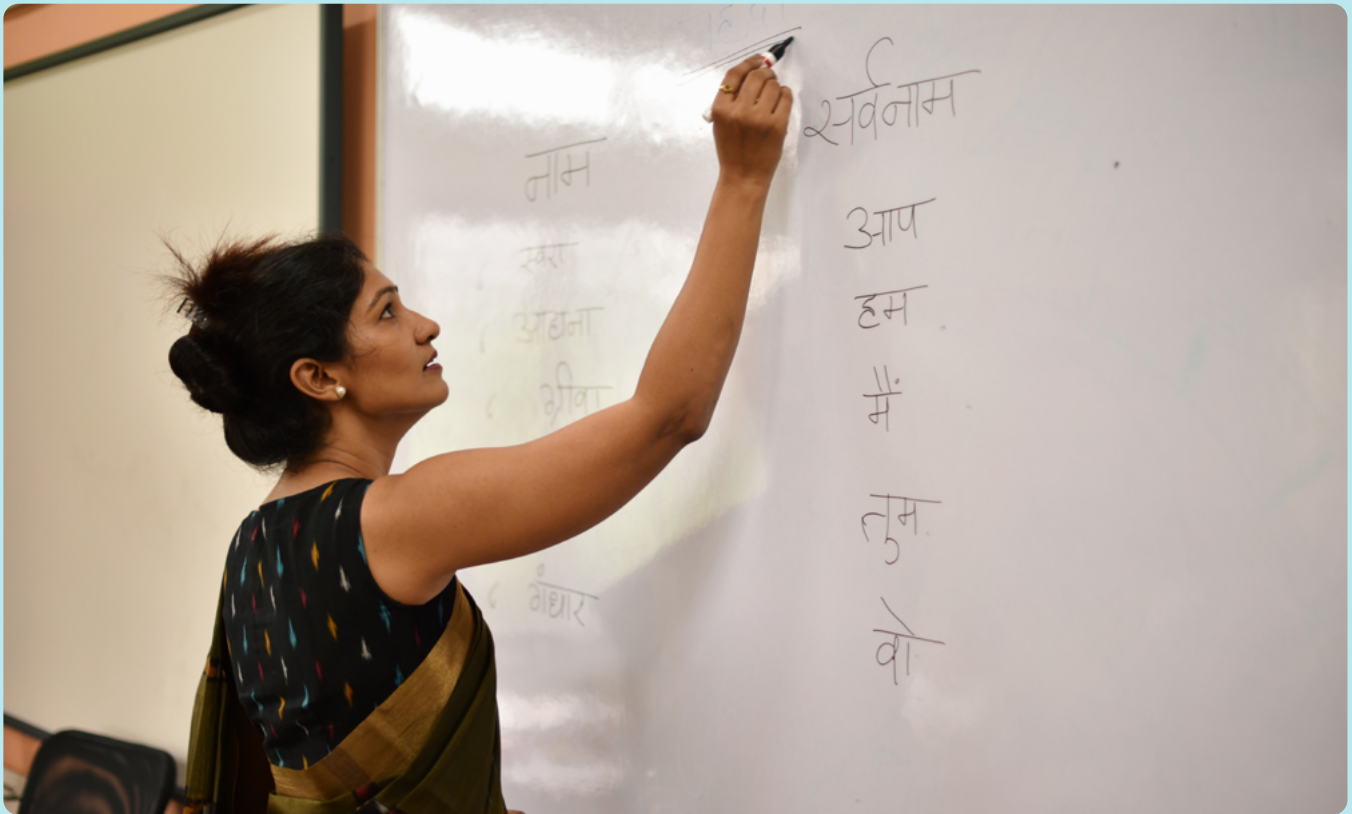
We monitor our impact and listen to communities

How do we know our community engagement is effective? Because we measure it closely, quantitatively and qualitatively. We track volunteer participation and hours, review philanthropic contributions, and gather feedback from employees and partners.

At the same time, we have accessible channels for external stakeholders to raise concerns or grievances. This helps us catch issues early and respond where needed in our communities. Our people and partnerships keep community engagement moving forward. It helps communities stay stronger and creates value beyond our core business.



Case studies



India - stronger communities through education, inclusion and sustainable livelihoods

We have a strong presence in India, with responsibilities under the Companies Act. In 2025, we advanced our CSR initiatives focused on education, women's empowerment, environmental sustainability and digital inclusion.

We focused strongly on education and inclusion, particularly in underserved and rural communities. Working with our trusted NGO partners, we supported smart classroom installations and donated essential educational equipment to

government schools. Our initiatives improve classrooms, make learning more accessible and engaging, and support teachers with better infrastructure.

We support women's empowerment through Pink Auto Rickshaws. They help women with driving skills, but limited finances, to become more economically independent. Together with NGO and banking partners, we support sustainable livelihoods and social inclusion.

We also made education more accessible and innovative by donating smart AI-powered glasses for visually impaired students. The tech helped students be more independent and join in more in class.

In parallel, SITA India kept up investments in environmental sustainability to support local infrastructure. This includes planting trees and looking after them long term. We also installed solar streetlights and solar-powered water pumps.

Across these initiatives, our teams in India took part in donation drives, site visits and community activities. Together, these actions show what local partnerships and employee engagement can do for communities over time.



Jamaica - when the hurricane struck, we stood together

In a crisis, preparation and fast response help recovery happen faster. Last year, the Category 5 storm Hurricane Melissa struck the Caribbean with devastating force, severely impacting Jamaica.

Within hours, critical infrastructure, homes, schools and hospitals were damaged. Safety was at risk. Among the hardest hit, the Montego Bay Airport terminal and power systems were damaged, bringing operations to a standstill when people needed connection most.

Our teams acted early and with precision, ahead of the storm. Our

Professional Field Services teams, working with the Montego Bay International Airport authority and SITA Portfolio Service Operations colleagues, prepared the airport's most critical systems.

They powered down equipment in exposed areas, backed up and secured data, and shut down key systems in a controlled way to allow for quick recovery. At the same time, our colleagues prepared their own families and homes for the uncertainty ahead.

When the hurricane hit on 28 October, our teams stayed connected for as long as power and networks allowed, supporting each other as the situation unfolded. The priority was clear: people first. Despite the severity of the storm, all our

colleagues and their families were safe.

The next morning, our teams returned to assess the damage. Careful preparation helped keep equipment losses down. Within 72 hours, teamwork helped restore critical systems and got rescue flights and humanitarian aid moving again.

We kept supporting long after recovery. Colleagues across the region raised funds for those affected, and SITA contributed to the Hurricane Relief and Recovery Fund in Jamaica. These actions went beyond recovery and showed how strong our community is when it matters most.



Letterkenny - making local communities stronger

Skills-based volunteering is shaping what's next in Letterkenny, Ireland. We were there with Employee Volunteering Community Interest Company (CIC) for our Open Day in September 2025. Working with local organizations, we built a Community Business Forum for local groups.

Fifty of our colleagues volunteered to work with groups including the Donegal Rape Crisis Centre, Donegal Local Development CLG, Donegal Guide Dogs for the Blind, Letterkenny Community Centre and No Barriers. Through structured sessions, they helped community representatives explore challenges, share ideas, and agree next steps.

The results were strong. Volunteers came away with a positive experience and a better understanding of local needs. Feedback showed the forums were practical, well-received, and a strong base to build on.

The Letterkenny Community Business Forum shows how structured, local volunteering creates shared value. It supports community organizations and drives our social impact.



South Africa - supporting youth through education and career opportunities

Our initiatives in South Africa drive lasting, positive change. We're building foundations for long-term community development - from expanding access to education and digital skills, to supporting youth employment and the growth of local businesses. It's one way we support the communities we're part of.

Learnership initiatives – building skills for professional success

Our learnership programs continued in 2025, giving young people the skills and experience to start their careers. They combine academic learning with practical workplace experience. We introduced 10 new opportunities, bringing the total number to 168 since we began.

Our structured one-year programs offer accredited qualifications in technical IT, AI and business fields. Most importantly they give students real-world experience and skills they can use straight away.

Bursary Program – building skills for the future

We kept up our investments in the academic development of young South Africans. We're helping people build the skills and experience they need to succeed and contribute to the country's future.

We awarded 20 bursaries in 2025 to students enrolled in science, technology, engineering and mathematics (STEM), and business studies. We awarded a further nine bursaries in early 2026. That brings our total university bursaries to 85.

Work experience opportunities in a competitive job market

We're helping tackle youth unemployment. We do this by working with the Youth Employment Service (YES) initiative, which creates opportunities for work experience.

We helped with 24 new placements for young individuals in 2025, bringing the total to 127 opportunities so far. These placements give young people real experience and skills for the world of work. This is how we're helping to address one of South Africa's most pressing socioeconomic challenges.

Supporting local enterprise and economic empowerment

- **SMME development:** Our program helps local entrepreneurs grow. It's still a key focus in how we support inclusive growth. In 2025, we extended our work through operational and financial support for two Micro ICT enterprises. This brings the number of SMMEs we've supported to 53.
- **Local procurement:** We procure over 80% of our services in South Africa from local suppliers. This decision moves forward our goals for Broad-Based Black Economic Empowerment (BBBEE). It supports growth that reaches more communities by backing local businesses and creating opportunity locally.

Access to tech and digital skills

Our partnership with Computer Aid supports training for 63 students at a solar-powered community computer lab. That partnership continued through 2025, offering accredited modules for International Certificate for Digital Literacy (ICDL). This helps bridge the digital divide by building essential IT skills where they're needed most.

So far, we've invested in 14 computer labs, giving over 11,000 students, youths, and community members in remote locations access to tech and digital literacy.

Governance

For us, good governance isn't about ticking boxes. It's about running a global tech business responsibly in a complex, regulated world. At the same time, the landscape is shifting fast, from AI regulation and evolving cyber threats to rising expectations around human rights and supply chain transparency.

We're moving quickly and responding with focus. Here, we set out our approach – across governance structures, risk management, ethics, procurement, data privacy, AI, and cybersecurity.

Our governance practice – keeping our business resilient

Strong governance is the foundation for doing business responsibly, earning trust and building a resilient organization. We depend on disciplined governance every day, everywhere we operate. As a global tech company in a highly regulated industry, we rely on clear accountability and transparent decision making.

Our governance framework keeps clear oversight across SITA and our subsidiaries. It builds key economic, environmental, and social considerations into how we lead and manage.

Our SITA Board – overseeing our activities

The SITA Board of Directors is the formal supervisory body responsible for overseeing the activities of the company and its subsidiaries. The Board makes sure the SITA Group operates effectively.

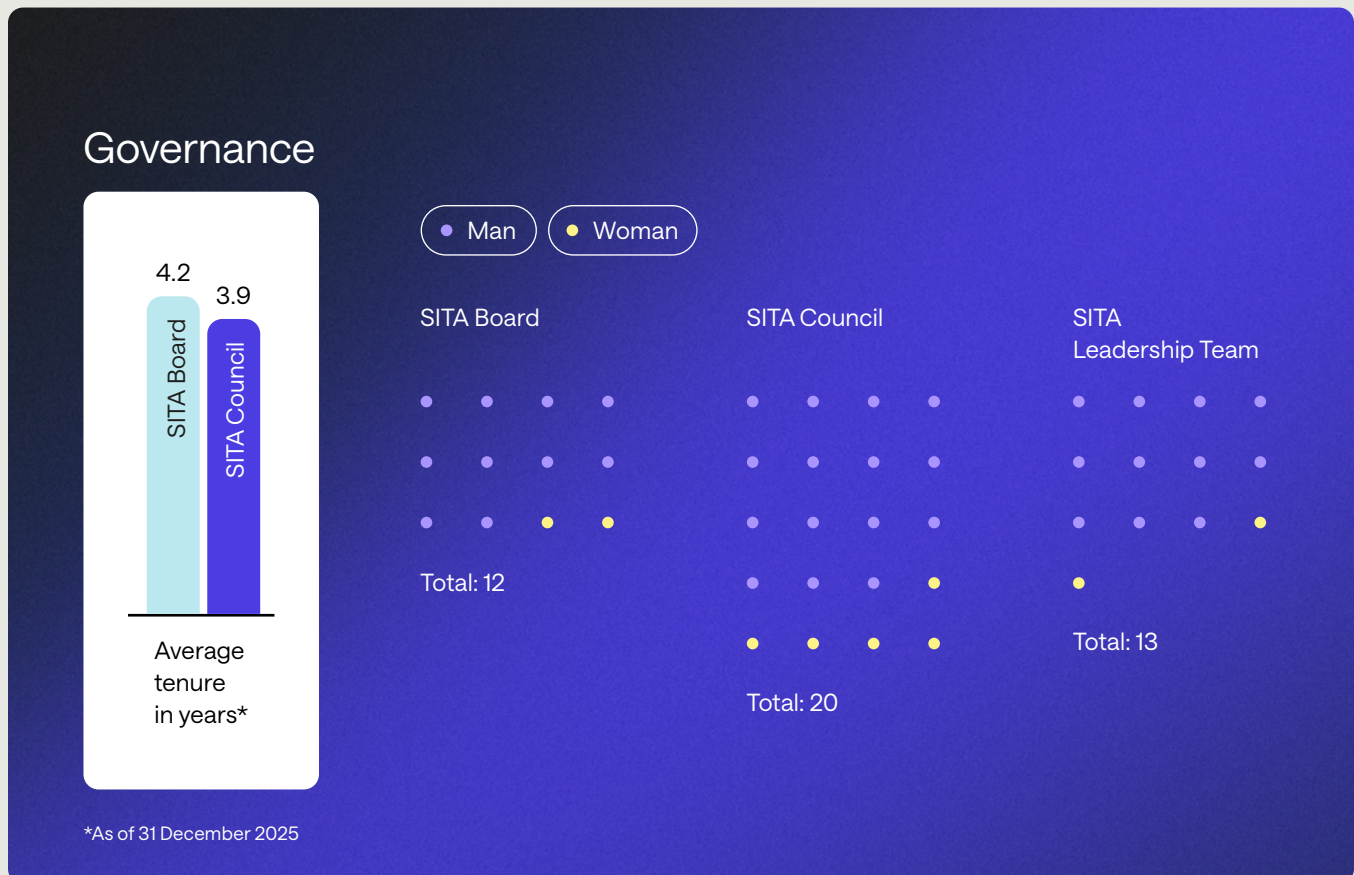
As part of its annual planning and regular agenda, the Board receives updates on ESG-related matters. At the same time, it tracks key economic, environmental, and social risks to support strong governance across our organization.

Board composition and diversity

The SITA Board of Directors consists of up to 12 members, all of them non-executive and independent. There are no SITA employees on the SITA Board.

Gender diversity on our Board is reflected in female representation of 16.67%, while members’ ages range from 48 to 67 years, demonstrating generational diversity.

Our Board members bring strong experience that’s relevant to our business. This includes leadership backgrounds in aviation, IT, cybersecurity, finance, and legal affairs – all of which support how we run the SITA Group’s global activities.



Turning insight into action

Four standing committees support the Board, each with a defined mandate and established cadence for reviewing updates from management. These committees cover key areas of governance. They report regularly to the Board with updates on their activities and findings:

- Audit and Risk Management Committee (ARCom):** Advises the Board on financial and non-financial reporting processes, internal control and risk management systems, and the audit process. It also advises on monitoring legal compliance, regulations, and the Code of Conduct. The Committee regularly reviews risks recorded in the Enterprise Risk Register, which may include economic, environmental, and social topics.
- Cyber and Privacy Committee:** Supports the Board in overseeing cybersecurity, data privacy and AI matters. This shows the importance of protecting information and digital resilience in our operating environment.
- Remuneration Committee:** Advises the Board on company-wide remuneration policies, focusing on executive remuneration.
- Nomination Committee:** Supports strong Board and succession planning. It considers candidates' experience and expertise, including sustainability and ESG experience, when recommending appointments to the Board for approval by the General Assembly.

Our SITA Council and member representation

In addition to the Board, we have a member representative advisory body, the SITA Council. This body represents the interests of SITA members. It contributes to and advises on SITA's portfolio of products and solutions for the benefit of the air transport community and the wider travel ecosystem.

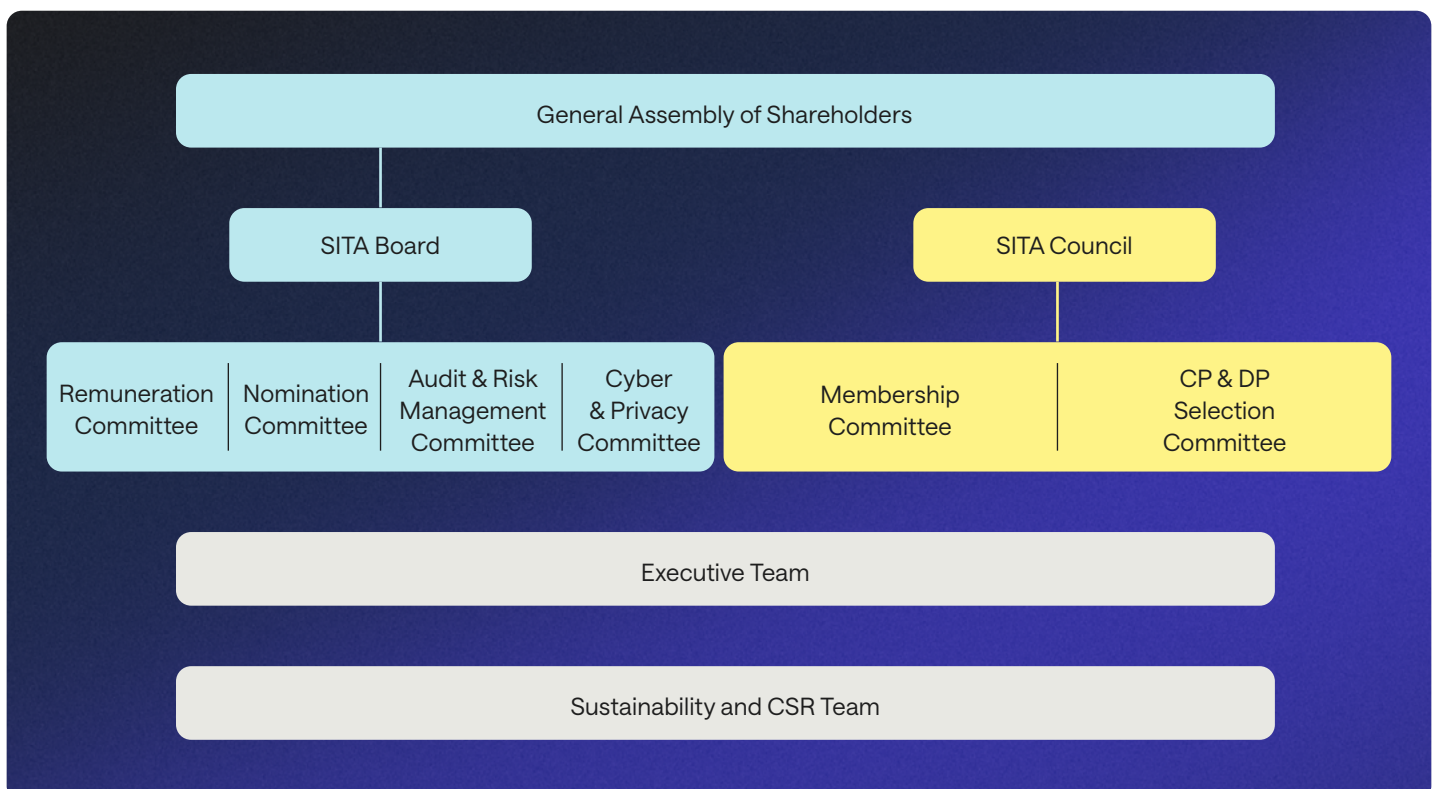
Our Council has two standing committees:

- Membership Committee:** Addresses membership policy and guidelines and makes recommendations to the Board on admissions and expulsions.
- Council President (CP) and Deputy President (DP) Selection Committee:** Makes recommendations on the proposed appointment of the Council President and Deputy President for approval by the Council.

How governance information flows

The Board and its committees get regular updates on SITA's activities. We include ESG matters in routine governance reporting and discussions.

The Audit and Risk Management Committee regularly reviews our Enterprise Risk Register, making sure that governance forums are always informed of key developments and priorities.



Risk management – protecting value and growing sustainably

Effective risk management underpins our long-term value, business resilience and sustainability ambitions. We operate in a complex, heavily regulated environment. That's why a key part of our business is an integrated risk and control framework. We use it to identify, assess and manage ESG risks across our operations and value chain.

It focuses on risks that could impact our company strategy and business objectives. It covers (but is not limited to) financial, operational, cybersecurity, privacy, AI, and business continuity risks, alongside regulatory and compliance risks. They include:

- Anti-bribery and anti-corruption
- ESG and AI-related requirements
- Trade sanctions
- Modern slavery
- Risks linked to a rapidly evolving tech landscape

This is how we make better decisions, keep stakeholder trust, and make sure our strategy reflects sustainability priorities and regulatory requirements, including the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS).

We embed risk awareness across SITA

Consistent risk management is critical. Our Enterprise Risk Management (ERM) framework is a structured way to identify, assess, document, monitor, and mitigate risks across all business activities. It gives a clear and holistic view of financial, operational, strategic, environmental, social, and governance risks across the organization.

We capture key risks in our Enterprise Risk Register, including inherent and residual risks, interdependencies, and targeted mitigation actions. Risk ownership is clearly defined. Each risk is reviewed quarterly by a designated manager and an executive-level owner to validate classification and residual risk levels. Updates are reported regularly to our Audit and Risk Management Committee.

Since 2022, we've improved our framework by systematically monitoring leading and lagging Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs). These metrics give reliable data for assessing risk trends and developments over time.



Integration of sustainability risks

Sustainability-related risks are part of SITA's overall risk management system. We identify and assess these risks through our Double Materiality Assessment (DMA), which evaluates our impact on people and the environment, as well as financial risks and opportunities linked to sustainability.

We manage our DMA following guidance from the European Financial Reporting Advisory Group (EFRAG). They help companies comply with the CSRD. We update this regularly to reflect changes in our business activities, stakeholder expectations, regulation, and the operating environment.

We carried out a comprehensive DMA in 2024. We took input from key stakeholders, including customers, partners, regulators, NGOs, suppliers, contractors, employees, and our Executive Team and Board members. Another review in 2026 includes the 2025 acquisition of CCM and its impact on our risk profile. (See 'About this report', page 54.)

Material sustainability risks are included in our ERM. They're managed through the same governance, oversight, and mitigation processes as other enterprise risks.

Stakeholder engagement and risk identification

Stakeholder engagement plays a critical role in identifying and managing risks. We work closely with our key stakeholders to gain a clear view of emerging risks and expectations.

Engagement takes place through structured channels like meetings, surveys, advisory boards, steering committees and larger forums. This engagement directly informs our materiality assessment, risk prioritization, and strategic decision making. They guide proactive management across key topics, like responsible procurement, diversity and inclusion, human rights, and climate related risks.

We keep administrative, management and supervisory bodies updated on our stakeholders' perspectives. We do this by combining reporting from the Sustainability and CSR team, internal audits, and quarterly updates.

Key roles and responsibilities

Clear roles and responsibilities are key to the effectiveness of SITA's risk management system:

- Our **Risk Owners**, typically Executive Team members, assess specific risks, define and oversee risk treatment and response plans, and provide input to our Risk Management function.

- Our **Risk Manager** maintains and oversees owned risk record as documented in the Risk Register, does quarterly updates with risk owners, and monitors how risk response strategies are rolled out.
- Our **Risk Management Team** designs and maintains our risk management methodology, processes and tools. It manages quarterly risk register updates and Risk Syndication Sessions, and prepares risk management reports.
- Our **Executive Team** reviews enterprise risks quarterly, follows through on mitigation actions, and factors sustainability risks into business decisions.
- Our **Audit and Risk Management Committee (ARMCom)** oversees how effective our risk management and internal control framework are. The committee advises the Board, and reviews all enterprise risks, including ESG risks. This is consistent with our sustainability objectives and regulatory obligations.



Internal control environment and assurance

Strong internal controls protect our performance. Our risk management system is supported by a strong internal control framework. This covers internal policies and procedures, defined governance structures, segregation of duties, and monitoring and reporting mechanisms.

We've designed controls for sustainability reporting to safeguard data integrity, confidentiality, and transparency. We adhere to recognized industry standards to make sure our disclosures are reliable. And an independent assurance provider audits our greenhouse gas emissions annually.

Safeguarding human rights across our operations and value chain

As part of managing social risks, we assess the risk of forced, compulsory, or child labor across our operations and supply chain. We found a low likelihood of such risks in our operations.

The preventive measures we have in place include our Third-Party Code of Conduct, supplier due diligence, and our RADAR reporting channel. Our SITA Board's Audit and Risk Management Committee (ARMCom) oversees this.

Evolving our approach to risk management

We continue to be more open and transparent. Future reporting will clearly show changes in scope, methodology, data quality, and materiality, including acquisitions and changes in business activities.



Ethics – we do it right

We're committed to doing business with integrity, transparency, and accountability. We have zero tolerance for unethical behavior, including bribery, corruption, fraud, and violations of human rights.

Ethical conduct is essential for building trust with our customers, partners, employees, and wider society. It underpins our governance framework and long-term business sustainability.

We regularly oversee ethics, sanctions, and compliance matters and report to senior management, the CEO, and our ARMCom. This gives visibility of risks, controls, and incidents to the highest level of our organization.

Our ethical governance framework

Our ethical framework is built around our [Code of Conduct](#) which applies to all employees and relevant contractors in SITA. It's publicly available and defines mandatory standards of behavior. It covers, among other things:

- Anti-bribery and corruption
- Competition and procurement integrity
- Sanctions compliance
- Conflicts of interest, gifts and hospitality
- Protection of assets, data, and confidential information
- Respect for human rights, labor standards, and non-discrimination
- Speak-up mechanisms and non-retaliation

Our Code is backed by policies and controls that help put it into practice. That includes our [Anti-Bribery and Corruption Policy](#), [Intermediaries Policy](#), [Gifts and Hospitality](#) and [Conflicts of Interest](#) disclosures (policy updated in 2025), [Non-Retaliation Policy](#), and formal investigation protocols.

We record and track ethical risks, including bribery and corruption, in our Groupwide Enterprise Risk Register. We review it quarterly, following our company enterprise risk management methodology.

Some transactions require closer review. Our Ethics Committee and Validation Board and other governance bodies examine higher-risk decisions. This helps us apply ethical standards consistently across the business.



Training, awareness, and prevention

Mandatory training in Sanctions, Ethics and Compliance helps prevent issues before they arise. All employees and contractors must complete online training on our Code of Conduct and anti-bribery and corruption:

- Within the first month of joining SITA
- Every year from then on

We review and update training content regularly, tracking it centrally and keeping it relevant. We also offer tailored and function-specific training sessions (in person or virtually) to teams with higher exposure to ethical risks, or when there are new policies or changes in the business that need explaining.

As a result, our mandatory training programs cover all functions, including those potentially exposed to ethics risks.

Speak-up culture and grievance mechanisms

We promote a strong speak-up culture, encouraging employees, contractors, and third parties to raise concerns without fear of retaliation. Any ethical concerns can be raised through line management, our Ethics and Compliance team, or via [RADAR, our independent, externally hosted whistleblowing hotline](#).

RADAR is available globally, supports local languages, and allows employees to raise concerns anonymously or by name, online or by phone. All reports are assessed, triaged, and investigated following our Group Investigations Protocol. This makes sure everything stays confidential, fair, and independent.

Outcomes may include disciplinary or non-disciplinary measures, and we report regularly to the CEO and ARMCom.

We have a strict non-retaliation policy, reinforced through our Code of Conduct and regular internal communications. In 2025, there were no confirmed violations of anti-corruption or anti-bribery laws, no related convictions, and no associated fines or penalties.

Our ethical workplace practices

Ethical conduct at SITA includes respect for human rights and dignity in our own workforce and across our value chain. Our Code of Conduct and related policies prohibit forced labor, child labor, human trafficking, harassment, discrimination, and retaliation. They support freedom of association and fair working conditions.

We base our approach on internationally recognized standards, like the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. We back these commitments through our membership of the United Nations Global Compact.

We're discussing a dedicated Human Rights Charter, and want it formally adopted and in effect in 2026. See 'Procurement and supply chain management', page 46.

In 2025, there were no confirmed incidents of discrimination, human rights violations, or associated fines in SITA. All SITA's employees and third parties continue to have access to RADAR, to raise concerns confidentially and anonymously if necessary. All cases received through RADAR have been investigated in coordination with the respective responsible functions.

Ethics in acquisitions, joint ventures, and business growth

Ethical due diligence is key part of our growth strategy. We carry out enhanced ethical, sanctions, and compliance checks on acquisitions and joint ventures, based on risk.

Once complete, we introduce our global ethics and compliance framework to all new employees and contractors. It includes our Code of Conduct, policies, training, and speak-up mechanisms.

In 2025, we took this approach for integrating CCM after our acquisition. This meant new colleagues understood our ethical standards and compliance expectations from day one. It makes sure ethical conduct is consistent across the SITA Group, as we expand into new markets.



Always improving, always moving forward

A strong ethical culture needs constant attention and improvement. That's why we:

- Monitor and improve ethical risk management through governance and reporting.
- Evolve training and awareness to reflect emerging risks and regulatory developments.
- Make speak-up and non-retaliation mechanisms more effective.
- Factor ethics and human rights into business decisions, including acquisitions and supplier relationships.

Each of these actions helps bring ethics and integrity into everyday work across our organisation and value chain.



Procurement and supply chain management – always responsible

Sourcing responsibly across a global value chain

We operate in a global and highly interconnected value chain typical of aviation and IT. Procurement spans continents and has a diverse supplier base. That's why responsible sourcing is a key lever for our ESG responsibilities.

When we select and manage suppliers, we balance commercial decisions with ethical considerations, human rights protection, and environmental responsibility.

We assess suppliers not only on cost, quality, and delivery, but also on how their operations affect people and the environment. We embed sustainability and ESG considerations into our major Requests for Proposal (RFPs). Our structured ESG evaluation questionnaires include a minimum weighting of 10% in applicable sourcing decisions.

These assessments cover key risk areas like labor standards, health and safety, environmental management, and ethical business conduct. This allows us to make a more informed supplier selection. It also offers more transparency.

Managing labor, human rights, and ethical risks in the supply chain

It's important to identify and address labor and human rights risks across our value chain as early as possible.

We assess and address forced labor and modern slavery risks in our supply chains, even though our risks are low. We're always careful sourcing IT equipment, services, manufacturing, and asset disposal services. Our ARMCom oversees supplier-related modern slavery risks, and they're tracked through our Enterprise Risk Register.

Every one of our suppliers must comply with our Third-Party Code of Conduct. This prohibits forced labor, child labor, and human trafficking. It follows international standards like the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work.

It's also based on applicable national regulations, like the UK Modern Slavery Act. We build these requirements into contracts and back them up with supplier checks and ongoing monitoring.



Training, awareness, and simple reporting help us manage risk better. All employees can raise concerns about suppliers or business partners through RADAR. (See page 45.) Our procurement employees take mandatory annual training on modern slavery and human rights, improving their skills in spotting red flags in sourcing and supplier management.

We're developing a Human Rights Charter during 2026 to improve our approach. It will define KPIs, enhanced monitoring, and structured mitigation actions. The result? A more structured way to manage human rights risks and track progress.

Environmental risk management and climate action in procurement

Our supply chain plays a key role in reaching our environmental footprint and climate action goals. We assess environmental risks and opportunities through our procurement processes, in vital areas like carbon emissions, resource efficiency, waste management, and regulatory compliance.

We prioritize suppliers who commit to environmental laws, industry standards, and best practices, with evidence of certifications, audits, and sustainability reporting.

In 2025, 49% of our supplier spend was with suppliers committed to science-based targets, in line with the SBTi. We're working with our remaining suppliers on climate action and better environmental impact.

We build environmental criteria into our supplier selection, contract management, and performance monitoring. We focus on IT asset manufacturing, recycling, and disposal.

We're also working on circular economy approaches. This includes identifying partners who can support refurbished equipment and responsible asset disposal, following global and local environmental regulations.

Smarter procurement, stronger supplier control

A smarter procurement model improves how we work with suppliers across their full lifecycle. That's why we set up our Global Procurement Transformation program. Through supplier tiering, we better understand risk profiles and focus more on the suppliers that need it.

We monitor supplier performance through ongoing engagement, re-evaluations, and structured governance. Our procurement teams work closely with Legal, Risk, and Sustainability teams to consistently apply governance standards, ethical business practices, and compliance obligations throughout supply chains.

Our new Sustainable Sourcing Principles Statement

Clear standards drive our responsible sourcing. In 2025, we formalized our expectations for responsible procurement through our 'Sustainable Sourcing Principles Statement'. It sets a benchmark for integrating ESG considerations across all procurement activities, covering key areas like:



Our Statement supports international frameworks like the UN Guiding Principles on Business and Human Rights, the Paris Agreement, the UN Sustainable Development Goals, and the EU Corporate Sustainability Due Diligence Directive.

It gives practical guidance for procurement teams on how to assess, select, and engage suppliers responsibly. It also helps keep sourcing decisions consistent and makes procurement a driver of positive impact throughout our value chain.

Advancing digital supplier management and ESG integration

A clearer view of our suppliers, transparency, and data quality is the way forward in procurement. That's why we're rolling out a new digital procurement and supplier management platform.

It supports end-to-end source-to-pay processes. It also includes a dedicated ESG and risk management module to capture, assess, and monitor supplier sustainability performance.

Thanks to this, we can collect ESG data from our suppliers in a structured way. This includes information on human rights policies, labor practices, governance, and environmental performance.

Our platform supports supplier risk assessments, ESG questionnaires, performance tracking, and corrective action plans. That means we're better able to spot potential human rights and sustainability risks early and respond consistently.

By building ESG and human rights criteria directly into digital procurement workflows, we're improving how we review suppliers and increasing transparency across our supplier network.

This investment helps us manage suppliers better. It keeps us ready for new regulations and helps us improve how we source.

Continuous improvement and local value creation

Responsible procurement is an evolving journey. It's the reason we constantly review procurement practices, risk assessments, and supplier engagement approaches. They must always reflect new regulations, stakeholder expectations, and best practice.

Where we can, we also prioritize local sourcing to support economic development in the communities where we work. We do this by engaging with local suppliers and targeted programs, like South Africa's BBBEE framework. (See page 37.)

By combining policy, governance, digital enablement, and active supplier engagement, we've come a long way in procurement. We manage risks better, guarantee more respect for human rights, and drive positive environmental and social outcomes in our global supply chain.

Data privacy and AI: we protect personal data and maintain trust

We respect people's privacy and use data responsibly. It shapes how we work with employees, customers, partners, and regulators.

We operate across jurisdictions in a highly regulated digital environment. We're committed to protecting personal data and we use AI responsibly, in line with laws and regulations.

We take a strong approach to earning and keeping the trust of our employees and customers, whose personal data we process. This needs clear accountability, with practical controls throughout the lifecycle of products, services, and internal processes.

That's why we manage Privacy and AI as a core part of our broader risk management, security, and sustainability framework, which our Board and executives regularly oversee. See our [Privacy Center](#) for more.

Strong governance and oversight

Our Global Privacy & AI Office (GPO) leads our data privacy and AI governance. It oversees privacy, AI and data retention related to compliance across the organization. Our GPO works under a clear, formal charter. This defines the office's mandate, responsibilities, and interaction with the business. It's led by our Chief Privacy & AI Officer, who also acts as Data Protection Officer (DPO) where required by law.

This is what drives our privacy and AI governance:

- A defined global accountability and controls framework which applies to all entities of the SITA Group worldwide.
- The right accountabilities and responsibilities across the organization, assigned by formal RACI matrices (Responsible, Accountable, Consulted, Informed).
- The Privacy Risk and AI Assurance Group (PRAG), which is made up of senior representation across SITA and drives risk ownership, accountability, and mitigation.

Our dedicated Cyber and Privacy Committee of the SITA Board oversees our governance framework. It's a key part of governance. We clearly define data privacy and AI controls. We report risks in a timely way. And we keep members and leaders informed about privacy and AI matters, as they affect them and our business.

Privacy policies and guidance

To make sure we handle personal data in a responsible way across SITA, we set up detailed global privacy policies, management guidelines, and practical guidance. We make sure they're reviewed and revised regularly. This keeps them up to date with any regulatory changes and evolving best practices. Our key framework policies include:

- Our SITA Global Privacy Policy, which sets out the principles for processing personal data to comply with applicable laws and regulations.
- Employee, customer, and external privacy notices. These explain how we collect and use personal data, and how and who to contact in the event questions or complaints.
- A policy for global data retention and disposal, to define requirements for secure data retention and deletion.
- Policies governing access requests for governments and law enforcement.

Externally, we share privacy information through our Privacy Center. Here we explain how people's data is processed, how to exercise their rights, and who to contact about any concerns.



Privacy built in from the start

Privacy by Design makes our products better and reduces risk. We build this into every project, so privacy is considered from the start, not afterwards. Business owners work through assessments with our GPO to spot privacy risks and take protection measures.

We manage any privacy risks as part of our wider enterprise risk and internal control framework. It helps us monitor privacy risks, take action to reduce them, and keep any remaining risks within acceptable limits.

Managing data-subject rights and incidents

Our processes make sure we respond effectively when someone wants to exercise their data rights. Handling data-subject rights requests includes access, correction, and deletion of personal data, following applicable laws. We back our processes with clear standards and documented procedures. We coordinate it centrally through our GPO.

We also have a formal procedure for managing personal data breaches. This helps us quickly identify and investigate personal data incidents, and notify individuals and regulators. Our procedure sets out roles, escalation paths, and response timelines, supporting compliance and transparency.

Responsible AI in a fast-moving world

We're adopting more data-driven and AI-powered tools quickly. As we do, managing privacy is increasingly intertwined with emerging AI regulations. We must make sure we use current and new AI technologies ethically and responsibly.

That's why we've set up a dedicated framework to govern the ethical, secure and transparent use of AI. We follow evolving global regulations that promote the legal use of data and reduce risks for individuals.

Key elements include our:

- AI Board, providing governance and oversight.
- Global Responsible AI Use Policy, defining permitted and prohibited uses, with clear requirements for human oversight.
- Policy setting requirements, for the development and use of AI and machine learning systems.
- AI RACI framework, to set out roles and responsibilities.

Training, awareness, and culture

Building a strong data compliance culture is one of our priorities. To help employees, our GPO gives regular privacy and AI awareness and training. They also share guidance documents, and internal communications to keep everyone informed.

Our training programs help employees understand their responsibilities when handling personal data. This includes how they can apply Privacy by Design and responsible AI in their roles.

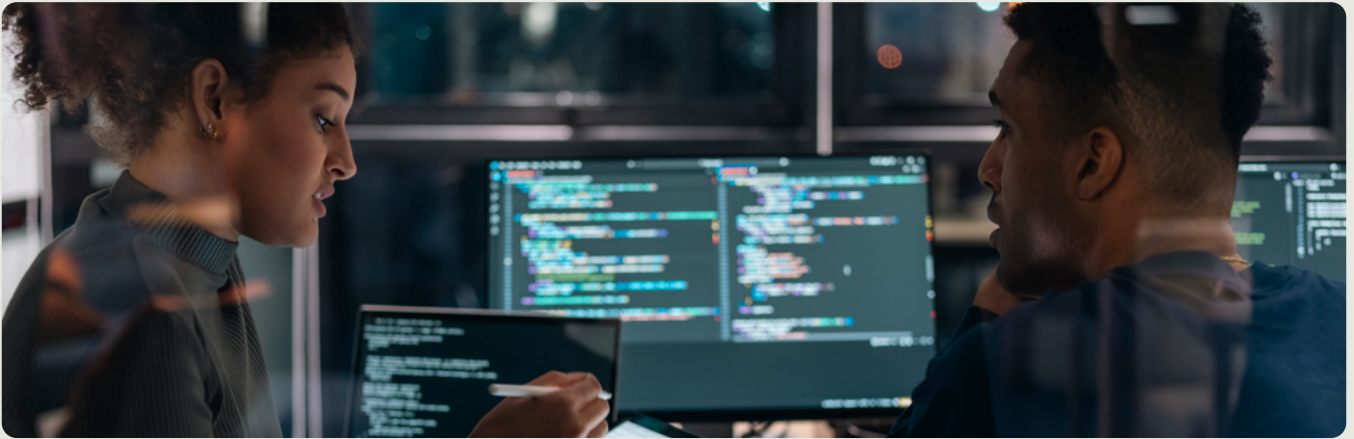
We're evolving our approach to data protection

Data privacy and AI regulations are changing fast, and so are stakeholder expectations. That's why we regularly review and improve our relevant control framework.

We respond quickly to changes in regulation, tech, and business growth. This not only includes updates to policies, governance structures, and controls, but also how we integrate privacy and AI considerations into our acquisitions and new services.

We rely on strong governance, risk management, and a culture of accountability. We respect individual rights, use AI responsibly, and maintain trust across our global operations. This includes all stakeholders and our wider society.





Cybersecurity – we instill trust and build resilience

When we have strong cybersecurity, we operate more reliably. It protects our information assets, and keeps the trust of our customers, partners, employees, and regulators. We provide digital infrastructure and data-driven solutions for air transport and travel. It's a highly connected world, with constant security risks. That's why we keep a focus on cybersecurity risks as part of our overall risk-management and internal-control framework.

We based our approach to cybersecurity on clear governance and accountability. We back this with a layered system of preventive, detective and responsive controls. On top of that, we've built cybersecurity considerations into our business operations, products, and services. We connect these to our wider commitments to resilience, responsible business conduct, and sustainable growth.

Governance and oversight – we stay on top of the game

We govern cybersecurity through a structured framework, which helps us stay on top of cyber risks across our organization, with clear accountability and strong management.

Our enterprise governance arrangements include all security responsibilities, with defined roles and escalation mechanisms. Under the responsibility of our Chief Information Security Officer (CISO), this links operational cybersecurity management reporting to our executive leadership and Board-level oversight.

Cybersecurity regulations are changing fast, and organizations need to stay on top of them. Our Cybersecurity, Privacy and Legal teams work closely together to monitor, interpret and address emerging regulatory requirements. With key teams working together, we can put new requirements in place quickly and stay consistent across jurisdictions and business activities.

We're always monitoring regulatory changes

For 2026-2027, monitoring regulatory changes is a priority, like the NIS 2 Directive, Cyber Resilience Act, EASA Part-IS, and Critical Entities Resilience framework in Europe. That also includes regulations affecting critical infrastructure and telecommunications in the UK, Turkey, Singapore, India, Saudi Arabia, Australia, and Chile. We assess and address these changes through our governance, risk-management and control frameworks.

We also have an enterprise-wide information-security management framework. We back this with formal policies, standards and procedures. It sets clear security objectives, responsibilities, and controls across our organization.

We closely link our cybersecurity governance with our enterprise risk-management framework. This makes sure we consistently identify, assess, and manage cyber risks alongside other strategic, operational, and ESG-related risks.

Our security strategy and risk-based approach

Our cybersecurity strategy protects the confidentiality, integrity, and availability of information assets and services. It helps keep the business running and stay resilient. It also takes a risk-based approach. We prioritize controls and investment where they matter most, based on system criticality, threat exposure, and potential business impact.

We continuously assess and monitor cyber risks as they evolve, including tech developments, threat actors, and regulatory expectations. This means we can adapt our controls and security posture as needed.

Our policies, standards and control framework – protecting information and systems

We make sure we meet mandatory requirements to protect information and systems. We do this through a suite of information-security policies, standards, and procedures. To support it, we update our Information Security Policy annually, defining overarching principles, governance arrangements, and responsibilities across the organization.

Security standards – the foundation of our approach

We model our cybersecurity controls and practices on international security frameworks and standards. They include the International Organization for Standardization (ISO), SOC (Security Operations Center), ISO 27001, SOC1 and SOC2. Complementing these are standards and frameworks from the National Institute of Standards and Technology (NIST) and the Payment Card Industry (PCI). This keeps our controls relevant, practical, and in line with global best practice.

Together, these standards are the foundation of our Information Security Management System (ISMS) and relevant certifications. They support regulatory and contractual compliance, and help keep performance, reliability, and trust consistent across our services and operations.

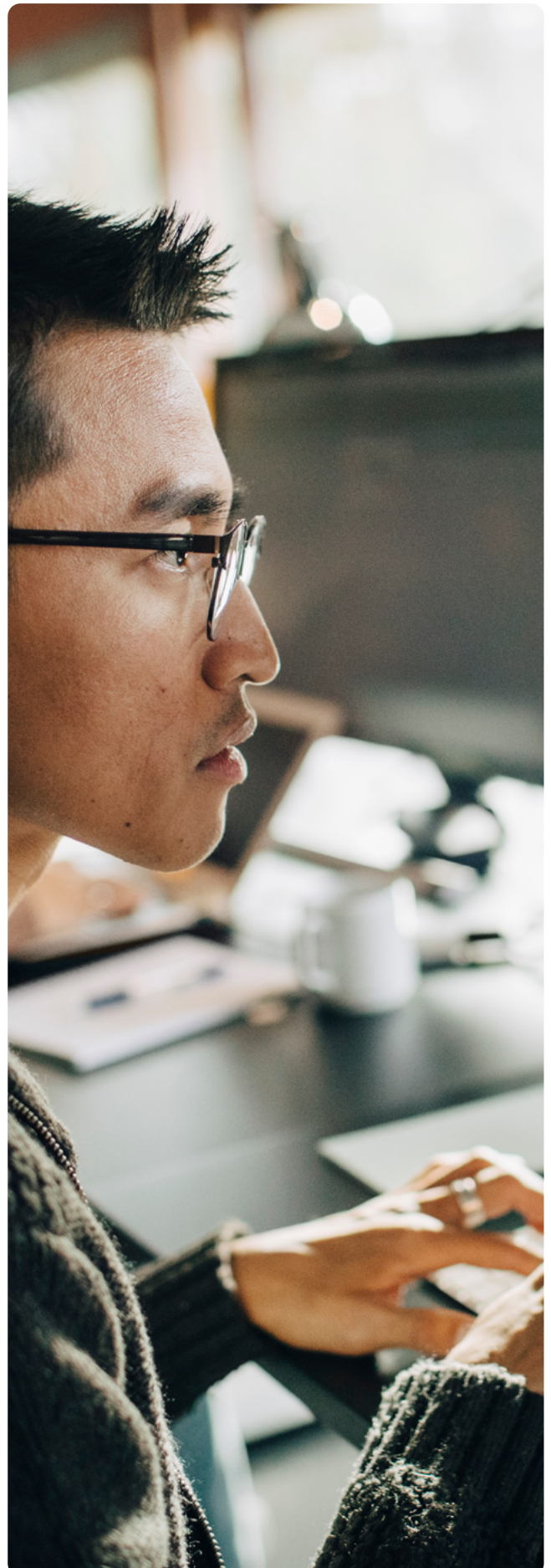
Our control framework protects the systems and services that our customers rely on every day. It covers key areas like security governance, risk management, access control, network and infrastructure security, secure development, incident detection and response, supplier security, and business continuity. We review our policies and standards regularly. This keeps them relevant to regulatory developments and changes to the threat landscape.

Operational security and resilience – it's built in

We build cybersecurity controls into our operations to keep our services secure and reliable. Our organizational and technical measures reduce risk, allow early detection, and help us respond to incidents quickly.

We clearly define our incident management processes and link them to business continuity and crisis response. This makes sure we escalate effectively, coordinate well, and recover in the event of a cyber incident.

We also manage third-party and supplier risks with clear security requirements and assurance checks. This reflects how interconnected our operations are.





Security by Design and secure delivery – reduced risk, more reliability

We build security into our operations right from the start, through a Security by Design approach. That means we consider security needs during the design, development, and procurement of systems and services. This helps us to spot and mitigate potential vulnerabilities early on, to keep delivery smooth and reliable.

Reviews and approvals keep standards high. When security experts and business teams work closely together, it helps reduce risk and improve delivery.

Security culture, awareness and engagement – for responsible behavior and decisions

A strong security culture underpins our cybersecurity framework. We support employee awareness and engagement through our Cybersecurity Human Risk Management (CHRM) team. Our team runs security awareness initiatives, training programs, and targeted communications to promote responsible behavior and informed decision-making.

We want to make sure employees understand their cybersecurity responsibilities and apply security controls consistently in their daily activities.

Clear internal communication, guidance materials, and governance reporting are critical to cybersecurity governance. We run these initiatives to make our security expectations clear and help leaders make decisions.

Evolving our approach to cybersecurity

Cyber threats are changing fast, and regulations are changing just as quickly. What's driving these trends is faster tech, higher connectivity, and growing regulatory demands across jurisdictions. We regularly review and improve our cybersecurity strategy, governance arrangements, and controls. This keeps us current and responsive in a fast-moving environment.

We continuously work on our readiness for new and updated regulations. In Europe, they include Network and Information Security (NIS 2), the Cyber Resilience Act, and the Critical Entities Resilience framework. There are also other critical infrastructure and telecommunications requirements applicable in the UK and across the Middle East, Asia-Pacific and the Americas. We address these through close coordination across cybersecurity, privacy and legal teams, with our governance, risk management and control frameworks.

With structured governance, integrated risk management, and a strong security culture, we keep improving our cybersecurity resilience and protection for all stakeholders globally.

About this report

Sustainability drives how we operate, invest, and grow. Our Impact Report brings that to life with a clear and integrated view of SITA's performance across our environmental, social, governance, and business priorities.

Scope of the report

Our report looks at the reporting period from 1 January to 31 December 2025. It covers the activities of the entire SITA Group, including all entities that are 100% owned and fully controlled by SITA.

We report on areas where we manage operations directly and deliver measurable outcomes. We exclude joint ventures and entities where SITA doesn't exercise full operational control.

The information here reflects our global operations, drawing on data from internal systems and reporting tools across our business units and geographies, complemented by selected third-party sources.

We combine sustainability related information with business and operational context. That's how we give our stakeholders a transparent view of how we build sustainability into our strategy, decisions, and day-to-day activities.



What's new since 2024?

Our 2025 Impact Report and its dedicated ESG Excellence section build on the integrated approach to reporting that we introduced in 2024. The main change is deeper alignment with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the related European Sustainability Reporting Standards (ESRS). We did this while also continuing to follow the Global Reporting Initiative (GRI) framework.

Our new approach shifts from voluntary ESG disclosure to stronger regulatory readiness. This refines what we report on sustainability, and puts more focus on transparency, consistency, risks, and opportunities.

Key updates include:

- Updated metrics and methodologies to better reflect CSRD and ESRS expectations.
- Clearer definitions of time horizons.
- Greater transparency on data sources and estimation methods.

Prior-year GHG emissions have been restated, as disclosed in the relevant sections of this report. No further adjustments to comparative figures were made, given that this is our first year of reporting prepared with reference to the ESRS. Data quality and comparability will continue to be strengthened in future reporting cycles.

We also refreshed our Double Materiality Assessment (DMA). It reflects changes in the SITA Group's footprint following our acquisition of CCM, and it makes sure our assessment fully captures relevant impacts, risks, and opportunities.

Product sourcing showed up as a new material SITA Group topic in this year's Double Materiality Assessment, done with the same method as in 2024. Our revised DMA makes our disclosures more relevant and keeps us in line with CSRD/ESRS.



Reference materials

People metrics

KPIs	2019	2020	2021	2022	2023	2024	2025
Overall employee well-being score from our employee engagement survey	87%	85%	86%	85%	85%	85%	85%
Employee rating from employee engagement survey for “my manager genuinely cares about well-being”	-	89%	90%	89%	89%	89%	88%
Employee rating from employee engagement survey for “I can be myself at work without worrying about being accepted”	-	-	90%	89%	89%	89%	90%
Employee rating from employee engagement survey for “I am generally able to balance my work and my personal responsibilities”	-	-	82%	80%	80%	81%	81%
Employee rating from employee engagement survey for “I am able to sustain the level of energy I need throughout the workday”	84%	83%	83%	82%	80%	82%	82%
Increase in women's representation in our workforce ¹	21.3%	21.8%	22.1%	22.4%	22.8%	25.1%	25.8%
Overall DEI score in our employee survey	84%	87%	88%	87%	85%	87%	88%
Diversity' score in employee survey for: “SITA supports diversity in the workplace (recognizing and respecting the value of human differences)”	88%	91%	91%	90%	89%	90%	92%
Belonging' score in employee survey for “I can be myself at work without worrying about being accepted”	-	-	90%	89%	88%	89%	90%
No. of key suppliers accounted for 90% of SITA spend	583 ²	426	456	472	422	463	558

¹ Permanent employees and fixed-term contractors.

² (95% of spend).

SITA Workforce	2019	2020	2021	2022	2023	2024	2025
Total	5,480	4,514	4,514	5,069	5,456	5,739	6,192 ¹
Permanent employees	4,913	4,417	4,244	4,202	4,345	4,541	5,353 ²
Fixed-term contracts	39	31	25	30	120	110	106
Students (on placement)	79	55	76	120	134	196	99 ³
Contingent workers	449	154	189	273	322	327	350
CHAMP permanent employees	-	-	-	413	494	524	- ⁴
CHAMP fixed-term contractors	-	-	-	31	41	3	-
CHAMP contingent workers	-	-	-	-	-	38	-

CHAMP became a 100% subsidiary in 2022. We define contingent workers as including freelancers, consultants, independent contractors, and other non-permanent workers on a project-specific basis. Data in the detailing tables include CHAMP, Aviareto and Software Design permanent employees and fixed-term contractors. They exclude, unless noted in respective rows, ASISTIM, SmartSea, CCM and SAITG.

¹ Including CHAMP, Aviareto, Software Design, ASISTIM, SmartSea, CCM, SAITG.

² Including graduates.

³ Including undergraduates, apprentices and interns.

⁴ Included in SITA Workforce data as of 2025 people metrics.

Workforce by region	2019	2020	2021	2022	2023	2024	2025
Number of permanent, fixed-term, students & contingent workers							
AME	1,613	1,251	1,139	1,077	1,122	1,029	990 ¹
APA	758	654	1,124	1,155	1,250	1,444	1,785 ¹
EUR	1,795	1,665	1,710	1,847	2,010	2,135	2,403 ¹
MEA	1,314	1,087	541	546	539	566	670 ¹

APA and MEA geographies re-defined in 2021. AME (Americas), APA (Asia Pacific), EUR (Europe), MEA (Middle East and Africa).

¹ Excluding CHAMP contingent workers.

% of SITA permanent and fixed-term workers at SITA offices and at airport locations							
Airport	21.85%	23.4%	23.4%	23.79%	23.3%	22.4%	20.7%
Town	78.15%	76.6%	76.6%	76.21%	-	-	-
Home	-	-	-	-	2%	2%	2.2%
Office	-	-	-	-	74.7%	75.6%	77.1%

Gender	2019	2020	2021	2022	2023	2024	2025
% Permanent & fixed-term contractors							
Women	21.3%	21.8%	22.1%	22.4%	22.7%	25.1%	25.8%
Men	78.7%	78.2%	77.9%	78.2%	77.3%	74.9%	74.2%
Undisclosed	-	-	-	-	-	-	-
% Students							
Women	43.3%	55.3%	49.1%	46.8%	42.5%	31.6%	12.1%
Men	56.7%	44.7%	50.9%	53.2%	57.5%	68.4%	87.9%
Generation							
Under 30	9%	7.6%	7.4%	7.8%	9.5%	14.8%	18.5%
30-49	62.9%	63.4%	62.4%	61.2%	60.9%	59.5%	57.8%
50+	28%	29%	30.3%	31%	29.7%	25.6%	23.7%
Employee levels							
% Permanent & fixed-term contractors by level							
Associate	20.5%	20.9%	20.8%	19.3%	18.9%	21.3%	21.4%
Professional	36.6%	35.9%	35%	35.2%	35%	36.8%	38.5%
Management	37%	36.9%	38.1%	39.3%	40.4%	36.9%	35.8%
Leadership	6%	6.3%	6.2%	6.2%	5.8%	5%	4.3%
% Gender representation by employee levels (junior to senior)							
Associate - Women	23.4%	11.4%	12.8%	11.6%	10.6%	16.9%	17.5%
Associate - Men	76.6%	88.6%	87.2%	88.4%	89.4%	83.1%	82.5%
Professional - Women	29.3%	28.7%	28.1%	29.9%	30%	31.5%	31.8%
Professional - Men	70.1%	71.9%	71.3%	70.1%	70%	68.5%	68.2%
Management - Women	24%	21.4%	21.3%	21.5%	22.4%	23.8%	24.3%
Management - Men	75.7%	78.6%	78.7%	78.5%	77.6%	76.2%	75.7%
Management - Undisclosed	0.3%	-	-	-	-	-	-
Leadership - Women	21.5%	22.2%	21.2%	21.3%	21.4%	23.2%	25.3%
Leadership - Men	78.5%	77.8%	78.8%	78.7%	78.6%	76.8%	74.7%

Employee levels	2019	2020	2021	2022	2023	2024	2025
% Permanent & fixed-term contractors by level							
Associate - under 30	57%	20.2%	19.5%	19.6%	22.9%	34.6%	42.93%
Associate - 30-49	37.6%	65.1%	65.5%	64.8%	62%	52.4%	45.33%
Associate - 50+	5.4%	14.8%	15.1%	15.7%	15.1%	13%	11.74%
Professional - under 30	23.7%	8.6%	8.8%	10.8%	13.8%	18.9%	23.05%
Professional - 30-49	70.1%	69.8%	68.4%	66.5%	65.3%	63.9%	61.57%
Professional - 50+	6.2%	21.5%	22.8%	22.8%	20.9%	17.2%	15.33%
Professional - Undisclosed	-	-	-	-	-	-	0.05%
Management - under 30	2.5%	0.7%	0.7%	0.6%	0.8%	1.3%	1.28%
Management - 30-49	79.7%	60%	59.1%	58.6%	60.1%	62.8%	63.79%
Management - 50+	17.8%	39.4%	40.3%	40.7%	39.1%	35.9%	35%
Leadership - under 30	-	-	-	-	-	-	0%
Leadership - 30-49	58.9%	41.9%	38.3%	35.7%	35.8%	33.8%	36.29%
Leadership - 50+	41.4%	58.1%	61.7%	64.1%	64.2%	66.2%	63.71%

Turnover	2019	2020	2021	2022	2023	2024	2025
Voluntary turnover rate %	6.1%	8.4%	9%	9%	6.3%	6.7%	6.3%
Voluntary and involuntary turnover %	11.2%	17.5%	14.5%	14.8%	11.8%	15.7%	11.7%
Turnover number total	554	848	624	622	537	759	677
Turnover number by age							
Under 30	62	77	52	60	59	104	143
30-49	318	461	381	388	307	382	346
50+	174	310	191	310	163	273	170
Undisclosed	-	-	-	-	-	-	18

Turnover	2019	2020	2021	2022	2023	2024	2025
Turnover rate by age							
Under 30	11.2%	9.1%	8.3%	9.6%	10.9%	14%	21.12%
30-49	57.4%	54.4%	61.1%	62.4%	57.2%	50%	51.11%
50+	31.4%	36.6%	30.6%	20%	31.9%	36%	25.11%
Undisclosed	-	-	-	-	-	-	2.66%
Turnover number by gender							
Men	382	641	471	449	376	565	474
Women	172	206	153	173	143	190	184
Undisclosed	-	1	-	-	16	4	19 ¹
¹ People who left without disclosing their gender.							
Turnover rate by gender							
Men	69%	75.6%	75.5%	72.2%	70.1%	74%	70.1%
Women	31%	24.3%	24.5%	27.8%	26.8%	25%	27.18%
Undisclosed	-	0.1%	-	-	3.1%	1%	2.81%
Turnover number by region							
AME	155	311	218	199	117	217	158
APA	68	109	153	153	124	150	169
EUR	239	250	205	227	236	332	291
MEA	92	178	48	43	60	60	59
Turnover rate by region							
AME	28%	36.7%	34.9%	32%	21.8%	28.6%	23.34%
APA	12.3%	12.9%	24.5%	24.4%	23.1%	19.8%	24.96%
EUR	43.1%	29.5%	32.9%	36.5%	43.9%	43.7%	42.98%
MEA	16.6%	21%	7.7%	6.9%	11.2%	7.9%	8.71%
Turnover pertaining to permanent employees only, calculated by number of leavers divided by average headcount. APA and MEA geographies re-defined in 2021.							

Type of leaver

Type of Leavers by gender	Men	Unspecified	Women	Totals
Involuntary termination	182	5	87	274
Resignation	246	12	85	343
Other reasons (Death, Divestiture, Retirement, Terminated Placement)	46	2	12	60

Type of Leavers by location	AME	APA	EUR	MEA	Totals
Involuntary termination	86	50	126	12	274
Resignation	60	109	133	41	343
Other reasons (Death, Divestiture, Retirement, Terminated Placement)	12	10	32	6	60
Totals	158	169	291	59	677

New hires 2019 2020 2021 2022 2023 2024 2025

Number of new permanent employee & fixed-term contract hires by age							
Total	689	244	408	577	732	978	1,059
Under 30	179	59	104	131	179	383	462
30-49	444	151	255	375	490	535	510
50+	66	34	49	71	62	53	72
Unspecified	-	-	-	-	-	7	15

% of new permanent employee & fixed-term contract hires by age							
Under 30	26%	24.2%	25.2%	12.3%	24.4%	31.3%	43.6%
30-49	64.4%	61.9%	62.5%	65%	66.9%	61.6%	48.1%
50+	9.6%	13.9%	12%	12.3%	8.7%	6.2%	6.8%
Unspecified	-	-	-	-	-	0.9%	1.5%

New hires	2019	2020	2021	2022	2023	2024	2025
Number of new permanent employee & fixed-term contract hires by gender							
Total	689	244	408	577	732	978	1,059
Men	503	163	292	412	535	646	696
Women	186	81	116	165	197	324	347
Unspecified	-	-	-	-	-	8	16
% of new permanent employee & fixed-term contract hires by gender							
Men	73%	66.8%	71.6%	71.4%	73.1%	66%	65.7%
Women	27%	32.2%	28.4%	28.6%	26.9%	33.1%	32.7%
Unspecified	-	-	-	-	-	1%	1.6%
Number of graduate & undergraduate hires	30	7	25	30	134	189	80 ¹
¹ As graduates are part of regular headcount since 2025, they are now included in the main figures on hires. On top of that, we hired 80 apprentices (39) and undergraduates (41).							
Number of new permanent employee & fixed-term contract hires by region							
AME	141	50	77	128	131	139	117
APA	100	31	102	168	209	296	385
EUR	225	127	199	240	329	434	401
MEA	223	36	30	41	63	108	156
Hiring pertaining to permanent employees only, calculated by number of leavers divided by average headcount. APA and MEA geographies re-defined in 2021.							
% of new permanent employees & fixed-term contract hires by region							
AME	20.5%	20.5%	18.9%	22.2%	17.9%	14.2%	11%
APA	14.5%	12.7%	25%	29.1%	28.6%	30.3%	36.4%
EUR	32.7%	52%	48.8%	41.6%	44.9%	44.5%	37.9%
MEA	32.4%	15%	7.4%	7.1%	8.6%	11%	14.7%
Share of overall remuneration covering permanent & fixed-term employees by gender							
Women	22.5%	22.9%	22.6%	22.8%	23.4%	25.1%	25.8%
Men	77.5%	77.1%	77.4%	77.2%	76.6%	74.9%	74.2%

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

Learning ¹	2019	2020	2021	2022	2023	2024	2025
Permanent & fixed-term contractors							
Average learning hours	41.6	33.3	34.6	25.3	18.7	12.6	16.2
Average learning hours by gender							
Men	46.4	40.2	38.9	29.6	20.6	14.7	17.8
Women	47.1	36.3	35.1	26.2	17.4	13.2	17.0
Average learning hours by employee level							
Associate	44.4	44.7	40.8	41.3	34.1	20.3	17.1
Professional	40.3	35.2	33.6	25.3	24.9	15.2	15.5
Management	42.9	30.6	32.6	24	16.4	14.5	19.6
Leadership	46.2	38.8	25.5	18	14.1	10.7	20.3
1 Based on Learning Hours Report							

Governance	2019	2020	2021	2022	2023	2024	2025
Board representation							
Total	12	12	12	12	12	12	12
Women	4	4	2	3	3	3	2
%	33.3%	33.3%	16.7%	25%	25%	25%	16.7%
Men	8	8	10	9	9	9	10
%	66.7%	66.7%	83.3%	75%	75%	75%	83%

SITA Board, Council & Executive Team by tenure

Category	SITA Board	SITA Council	Executive Team
Average Tenure in Years	4.2 ¹	3.9 ¹	
Men	10	15	11
Women	2	5	2
Total	12	20	13
Under 30	0	0	0
30-49	1	3	5
50+	11	17	8

¹Low average tenure figures due to the appointment of a significant number of new Board Directors and Council Representatives, as of June 2022.

Other data	2019	2020	2021	2022	2023	2024	2025
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	-	-	-	21.5%	21.2%	24.4%	24.7%
Share of women in STEM-related positions (as % of total STEM positions)	-	-	-	13.7%	13.5%	14.7%	15.6%

Global Reporting Initiative (GRI) Index

Statement of use	SITA Group has reported the information in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

SECTION	DISCLOSURE	LOCATION	PAGE
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General disclosures

2-1 Organizational details	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/		
2-2 Entities included in the organization's sustainability reporting	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/		
2-3 Reporting period, frequency and contact point	Our SITA IMPACT REPORT 2025 – ESG EXCELLENCE 2025 relates to our activities performed between 1 January 2025 and 31 December 2025. It is published annually like the SITA Group Consolidated Financial Statements which include financial reporting. SITA IMPACT REPORT 2025 – ESG EXCELLENCE 2025 was published on 6 July 2026. Questions can be addressed to sustainability@sitaaero.com		
2-5 External assurance	SITA's greenhouse gas emissions scope 1-3 calculation have been externally assured (limited assurance) by independent financial auditor.		
2-6 Activities, value chain and other business relationships	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/		
2-7 Employees	See People metrics in the Reference materials in this report.		55
2-8 Workers who are not employees	See People metrics in the Reference materials in this report.		55
2-9 Governance structure and composition	See Sustainability Strategy.		8
2-10 Nomination and selection of the highest governance body	See Sustainability Strategy and SITA's website		8
2-11 Chair of the highest governance body	See Governance section and SITA's website		38
2-12 Role of the highest governance body in overseeing the management of impacts	See Governance section. The board has oversight of ESG topics and the executive management team is responsible for identifying, managing, and implementing ESG topics. Various stakeholders such as employees, customers, and the Board - are consulted. See DMA in Sustainability Strategy.		38

SECTION	DISCLOSURE	LOCATION	PAGE
	2-14 Role of the highest governance body in sustainability reporting	SITA Board of Directors supervises the activities of the SITA Group. As part of the Board's annual planning, the directors receive regular updates on ESG matters. The CSRD Steering Committee keeps us up with project progress, as well as overseeing and advising on implementing the reporting directive across SITA.	
	2-15 Conflicts of interest	A conflict of interest register for Board of Directors is maintained and shared with the Directors. The SITA Board regulations govern how conflicts of interest are handled at the individual level at SITA Board meetings.	
	2-16 Communication of 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.	
	2-17 Collective knowledge of the highest governance body	SITA Board of Directors supervises the activities of the SITA Group. The Board has four standing committees, each with a specific focus. The mandates of the Audit and Risk Management Committee and Remuneration Committee cover economic, environmental, and social topics. Each Committee reports to the Board to give regular updates on their activities.	
	2-18 Evaluation of the performance of the highest governance body	Annual self assessment by the SITA Board and committees and annual peer review by the Board. Actions are taken within a year of the self assessment.	
	2-19 Remuneration policies	The SITA Board of Directors must choose to be remunerated or not. The remuneration policy includes a fixed annual fee for holding the director mandate, and a variable fee for committee participation. SITA Executive Leadership Team remuneration comprises a pay salary, a variable pay based on yearly objectives and a long-term incentive plan.	
	2-20 Process to determine remuneration	See Governance section Board Director remuneration approved by General Assembly. The Remuneration Committee of the Board engage external consultants to benchmark remuneration policies and packages.	38
	2-21 Annual total compensation ratio	See People metrics in the Reference materials in this report.	55
	2-22 Statement on sustainable development strategy	See Our Approach to Sustainability and Sustainability Strategy.	4
	2-23 Policy commitments	See Governance section.	38
	2-24 Embedding policy commitments	See Governance section.	38
	2-25 Processes to remediate negative impacts	See Governance section.	44
	2-26 Mechanisms for seeking advice and raising concerns	See Governance section.	44

SECTION	DISCLOSURE	LOCATION	PAGE
	2-27 Compliance with laws and regulations	SITA commits to a high level of compliance and we will continue to act with high compliance and ethical standards. For confidentiality reasons, we cannot report on instances of compliance or non-compliance with laws and regulations.	
	2-28 Membership 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 (WTTC) and ATAG. SITA is also a UN Global Compact member.	
	2-29 Approach to stakeholder engagement	See Sustainability Strategy.	8

Material topics

GRI 3: Material	3-1 Process to determine material topics	See Sustainability Strategy.	8
	3-2 List of material topics	See Sustainability Strategy.	8

SECTION	DISCLOSURE	LOCATION	PAGE
Energy			
GRI 3: Material	3-3 Management of material topics	See Environment section.	12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<p>SITA has the following information related to energy consumption within the organization in 2025:</p> <p>a. Consumption of fuel from SITA-owned generators. Non-renewable: 20,200 liters.</p> <p>b. Consumption of fuel from SITA-owned generators. Renewable: 0 liter.</p> <p>c.</p> <p>i) Electricity consumed (from primary data and estimations for our offices only) - 6,052 MWh.</p> <p>ii.a) Natural gas consumed for heating (from primary data and estimations for our offices only) - 4,004 MWh.</p> <p>ii.b) District heating (from primary data and estimations for our offices only) - 25 MWh.</p> <p>iii) Cooling consumption: information unavailable.</p> <p>iv) Steam consumption: information unavailable.</p> <p>d. SITA does not sell energy.</p> <p>e. SITA total energy consumption for electricity and heating in its offices - 10,081 MWh.</p> <p>f. We used primary data (real consumption) for sites where information is available, and combined with assumptions per FTE (for electricity) or square meters (for heating).</p> <p>g. We use common conversion factors from the International Energy Agency (IEA) for electricity and Base Carbone from ADEME+A1.</p>	17
	302-2 Energy consumption outside of the organization	a. Energy consumption outside of the organization: 3722 MWh.	17

SECTION	DISCLOSURE	LOCATION	PAGE
Emissions			
GRI 3: Material	3-3 Management of material topics	See Environment section	12
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<p>a. Our direct (Scope 1) GHG emissions were accounted for 850 tCO₂.</p> <p>b. How we measure our carbon footprint (See SITA Impact Report 2025: ESG Excellence, Environment).</p> <p>c. SITA did not use biomass energy sources directly.</p> <p>d. SITA's baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA Scope 1 emissions in 2019 were 1,582.25 tCO₂e. In 2025, SITA restated historical emissions, including the base year, following the implementation of a new carbon management platform to improve data accuracy, align with updated GHG Protocol guidance, and reflect organizational boundary changes including mergers and acquisitions, ensuring consistency and comparability over time.</p> <p>e. Common emissions and conversion factors such as IEA & ADEME have been used to translate input into CO₂e.</p> <p>f. SITA's approach to compute its emissions was based on operational control, About this report.</p> <p>g. SITA's GHG inventory is developed in accordance with the GHG Protocol Corporate Standard and aligned with the SBTi Net-Zero framework, using primary data where available and applying assumptions based on internal inputs or industry benchmarks where necessary. It is independently reviewed and supported by Schneider Electric Advisory Services (formerly EcoAct) as well as internal and external auditors.</p>	15

SECTION	DISCLOSURE	LOCATION	PAGE
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	<p>SITA has the following information related to its greenhouse gas emissions in 2025:</p> <p>a. Scope 2 2025 emissions were 29,794 tCO₂e (market-based) and 33,252 tCO₂e (location-based).</p> <p>b. All gases included in the Greenhouse Gas Protocol are accounted for in our calculations (See SITA IMPACT REPORT 2025 – ESG EXCELLENCE 2025, Environment).</p> <p>c. The emissions breakdown per specific greenhouse gas is not available; however, all relevant gases under the GHG Protocol are included and reported in CO₂e.</p> <p>d. SITA baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA 2019 emissions were 37,827.73 tCO₂e (location based) and 37,083.03 tCO₂e (market based). In 2025, SITA restated historical emissions, including the base year, following the implementation of a new carbon management platform to improve data accuracy, aligned with updated GHG Protocol guidance, and reflecting organizational boundary changes including mergers and acquisitions, ensuring consistency and comparability over time.</p> <p>e. Common emissions and conversion factors such as IEA have been used to translate input into CO₂e.</p> <p>f. SITA approach to compute its emissions was based on operational control.</p> <p>g. SITA's GHG inventory is developed in accordance with the GHG Protocol Corporate Standard and aligned with the SBTi Net-Zero framework, using primary data where available and applying assumptions based on internal inputs or industry benchmarks where necessary. It is independently reviewed and supported by Schneider Electric Advisory Services (formerly EcoAct) as well as internal and external auditors.</p>	14

SECTION	DISCLOSURE	LOCATION	PAGE
<p>GRI 305: Emissions 2016</p>	<p>305-3 Other indirect (Scope 3) GHG emissions</p>	<p>SITA has the following information related to its greenhouse gas emissions in 2025:</p> <ul style="list-style-type: none"> a. Scope 3 2025 emissions were 122,079 tCO₂e (location-based) and 121,568 tCO₂e (market-based). b. The emissions breakdown per specific greenhouse gas is not available; however, all relevant gases under the GHG Protocol are included and reported in CO₂e. c. The biogenic emissions in CO₂e for 2025 is not available. d. All relevant scope 3 emissions sources categories have been computed as per the Greenhouse Gas Protocol. e. SITA baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA 2019 emissions were 185,255 tCO₂e (location based) and 185,084 tCO₂e (market-based). In 2025, SITA restated historical emissions, including the base year, following the implementation of a new carbon management platform to improve data accuracy, aligned with updated GHG Protocol guidance, and reflecting organizational boundary changes including mergers and acquisitions, ensuring consistency and comparability over time. f. Common emissions and conversion factors such as IEA, CEDA, Base Carbone have been used to translate input into CO₂e. g. SITA's GHG inventory is developed in accordance with the GHG Protocol Corporate Standard and aligned with the SBTi Net-Zero framework, using primary data where available and applying assumptions based on internal inputs or industry benchmarks where necessary. It is independently reviewed and supported by Schneider Electric Advisory Services (formerly EcoAct) as well as internal and external auditors. 	<p>15</p>

SECTION	DISCLOSURE	LOCATION	PAGE
GRI 305: Emissions 2016	305-4 GHG emissions intensity	<p>SITA intensity ratios related to its 2025 emissions are:</p> <p>a. Based on tCO₂e/TotalWorkforce: 23.6 (location-based), and 23 (market-based); based on tCO₂e/mUSD: 90.7 (location-based), and 88.3 (market-based).</p> <p>b. SITA uses Total Workforce as denominator for its tCO₂e/Total Workforce ratio, and includes permanent, fixed term, contractors, contingent workers, students and our subsidiaries as reported in the annual report.</p> <p>For its tCO₂e/mUSD, SITA uses its total revenue for of SITA Group in millions of United States Dollars.</p> <p>c. All scopes following the Greenhouse Gas Protocol are included in our intensity ratios.</p> <p>d. All gases under the Greenhouse Gas Protocol were accounted and converted in CO₂e for our calculations.</p>	15
	305-5 Reduction of GHG emissions	See Environment section.	14
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SITA computes its GHG emissions in CO ₂ e, including all GHGs mentioned by the Greenhouse Gas Protocol.	

Employment

GRI 3: Material	3-3 Management of material topics	See People metrics in the Reference materials in this report and Sustainability Strategy.	8 and 55
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	See People metrics in the Reference materials in this report.	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SITA provides the same benefits to part-time and full-time employees across all its operations in more than 120 countries. SITA monitors and offers different benefits depending on country best practice.	
	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.	

SECTION	DISCLOSURE	LOCATION	PAGE
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>See DMA in Sustainability Strategy and sections addressing Environment - Health & Safety and Social of the report. SITA focuses on health, including mental health, and well-being. This is because the risks of work-related accidents, injuries, or ailments are typically low for SITA employees because of predominantly office and home-office settings.</p> <p>SITA has a robust Health, Safety and Security (HSS) Program, easily accessible for all SITA full-time employees and contract workers on SITA's intranet. The HSG65 Safety Model Program is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified.</p> <p>Most of the deliverables under Disclosure 3-3 are well addressed under the HSS program for staff to be aware of SITA's Master HSS Policy and various HSS training and awareness materials.</p> <p>The incident or near-miss reporting process is articulated in SITA's HSS program.</p> <p>Major sites are audited through external and local auditors on HSS - audits take place based on SITA's internal calendar.</p> <p>SITA is a multinational firm, and English is our corporate language. All processes, policies, and communications are predominantly in English.</p> <p>SITA offers reasonable insurance and health accommodation to its employees, meeting local country employment benefits. This is over and above to Employee Assistance Program provided by SITA.</p>	11
	403-1 Occupational health and safety management system	<p>"SITA followed the HSG65 Safety Model, which is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified.</p> <p>Information and training modules to raise awareness on HSS delivery is available on SITA's intranet."</p>	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	<p>The incident or near-miss reporting process is defined under SITA's HSS program and easily accessible to all SITA staff, including incident / near-miss reporting forms. This policy applies to all SITA staff, contractors, at SITA premises and customers' sites.</p> <p>SITA has named contacts responsible for ensuring policy application and incident reporting.</p> <p>An incident register is maintained.</p>	

SECTION	DISCLOSURE	LOCATION	PAGE
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	SITA's HSS program is easily accessible to all SITA staff - full-time employees, contractors, and students etc., and open to their feedback and suggestions for improvement. SITA hires contractors worldwide through professional firms who ensure local compliance on HSS delivery.	31
	403-4 Worker participation, consultation, and communication on occupational health and safety	A formal and open communication channel exists with workers through their line managers, the People team, and Facilities teams to ensure two-way communication and feedback on HSS. Large SITA locations have a local management team comprising a Location Leader and other representatives, including from the People team and Facilities. They are all easily accessible for SITA employees to report HSS-related issues or feedback.	
	403-5 Worker training on occupational health and safety	"Training material is available on the dedicated HSS page on SITA's intranet. New joiners are inducted on occupational health and safety training and the HSS program available on SITA's intranet. "	
	403-6 Promotion of worker health	"SITA offers its employees reasonable insurance and health accommodation, meeting local country employment benefits. This is over and above to the Employee Assistance Program offered for wellbeing. See Social section of the report."	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Internal and external audits are conducted according to SITA's internal calendar to evaluate workplace hazards and readiness per SITA's HSS program to support a safe and healthy work environment.	
	403-8 Workers covered by an occupational health and safety management system	SITA has a robust Health, Safety and Security (HSS) Program, easily accessible for all SITA full-time employees and contract workers on SITA's intranet. The HSG65 Safety Model Program is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified. SITA staff and contractors primarily operate from SITA offices. Most of these offices are leased at reliable commercial buildings in each country who are allowed to lease premises by local legal authorities. In addition, SITA performs internal and external evaluations of a site before leasing and making it fit for operations. SITA HSS program covers all SITA employees and contractors and applies to all SITA offices, and customers' sites where SITA employees and contractors may operate. SITA operates in more than 120 countries, with more than 350 locations (SITA offices and airport presence) around the world.	

SECTION	DISCLOSURE	LOCATION	PAGE
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	<p>The incident or near-miss reporting process is defined under SITA's HSS program and is easily accessible to all staff, including incident / near-miss reporting forms.</p> <p>Incident count from 2020:</p> <p>2020: Nil (C-19 closure).</p> <p>2021: Nil (C-19 closure).</p> <p>2023: 5 minor incidents.</p> <p>2024: 3 minor incidents (incidents were not considered major, none of them required medical assistance).</p> <p>2025: 5 incidents, two of which were assessed as minor, while three other incidents required short-term medical care and time to recover.</p> <p>SITA do not differentiate incident from a SITA employee or contractor.</p>	
	403-10 Work-related ill health	"See disclosure 403-09.	

SECTION	DISCLOSURE	LOCATION	PAGE
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Training and education

GRI 3: Material Topics 2021	3-3 Management of material topics	See Social section of the report, Sustainability Strategy and DMA.	24
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	See People metrics in the Reference materials in this report.	55
	404-2 Programs for upgrading employee skills and transition assistance programs	<p>The learning programs we offer are either online or in-person. We also offer mentoring and coaching programs where employees learn from more senior colleagues or external coaches.</p> <p>From a content perspective, our offering is wide-ranging, covering learning that is functional, technical, soft skills, managerial, leadership etc. We track completion and progress and can pull various reports including which courses employees have undertaken.</p> <p>All our major locations and most of our medium and small locations engage outplacement services to support continued employability following severance.</p>	
	404-3 Percentage of employees receiving regular performance and career development reviews	<p>“SITA’s performance management framework continues to support regular performance conversations, goal setting, and individual development planning. Formal performance reviews are conducted twice a year, complemented by regular informal check-ins between employees and managers that encourage continuous feedback, alignment, and development throughout the year.</p> <p>In 2025, 99.0% of employees had documented performance goals. The year-end performance review process achieved a 99.4% completion rate among participating employees and managers. Additionally, 83.0% of employees had documented individual development plans (IDPs), demonstrating continued engagement with the company’s performance and development practices.”</p>	

Diversity and equal opportunity

GRI 3: Material 3-3	Management of material topics	See Social section of the report, Sustainability Strategy and DMA.	24
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	See People metrics in the Reference materials and Social section of this report.	55
	405-2 Ratio of basic salary and remuneration of women to men	<p>See People metrics in the Reference materials and Social section of the report.</p> <p>The information by significant locations of operation is not yet available.</p>	55

SECTION	DISCLOSURE	LOCATION	PAGE
Customer privacy			
GRI 3: Material	3-3 Management of material topics	See Governance section of the report, Sustainability Strategy and DMA.	38
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints or reportable data incidents received or identified.	
Cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Governance section of the report, Sustainability Strategy and DMA.	38
Operational excellence			
GRI 3: Material Topics 2021	3-3 Management of material topics	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/ and Governance section of this report.	38
Business resilience			
GRI 3: Material Topics 2021	3-3 Management of material topics	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/ and Governance section of this report.	38
ESG compliance, transparency and governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	See SITA IMPACT REPORT 2025 https://www.sita.aero/resources/surveys-reports/impact-report-2025/ and Governance section of this report.	38

GHG Table

CATEGORY	SCOPE NAME	TOTAL 2019 tCO ₂ e (Market-based)	TOTAL 2024 tCO ₂ e (Market-based)	TOTAL 2025 tCO ₂ e (Market-based)
1.1	Direct GHG emissions from stationary combustion	1,115	2,757	653
1.2	Direct GHG emissions from mobile combustion	290	119	160
1.4	Direct fugitive GHG emissions	178	140	37
	Subtotal Scope 1	1,582	3,016	850
2.1	Indirect GHG emission from imported electricity	37,083	30,068	29,737
2.2	Indirect GHG emission from imported energy other than electricity	-	-	57
	Subtotal Scope 2	37,083	30,068	29,794
3.1	Purchased goods and services	124,428	69,346	69,215
3.2	Capital goods	8,421	5,872	9,193
3.3	Fuel- and energy-related activities	7,995	6,921	6,226
3.4	Upstream transportation & distribution	2,416	4,509	2,996
3.5	Waste generated in operations	193	439	288
3.6	Business travel	22,343	10,973	12,700
3.7	Employee commuting	7,193	9,586	7,964
3.11	Use of sold products	11,066	11,267	11,551
3.12	End-of-life treatment of sold products	1,029	2,294	1,435
	Subtotal Scope 3	185,084	121,207	121,568
	Total all scopes	223,749	154,291	152,212





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