

SITA SUSTAINABILITY
REPORT 2022

**TRANSFORMING
FOR GREATER
RESILIENCE
AND IMPACT**

SITA



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INTRODUCTION

SITA



CEO STATEMENT

“ We’re innovating and partnering with leading organizations to transform our business and help our people, customers, and the wider travel and transport industry adapt to the challenges and opportunities of today and tomorrow, supporting greater resilience and the journey to net-zero by 2050.

DAVID LAVOREL, CEO, SITA

Having now served a first full reporting year as CEO of SITA Group, I am delighted to present our 2022 Sustainability Report.

It has been an immensely transformative year globally. We have experienced seismic shifts in the geopolitical landscape. We have seen our business impacted by key trends in sustainability, climate change, digital travel, and shifting employee expectations. This year’s report shows how we are responding to these critical topics and our stakeholders’ needs to ensure **we continue to be a responsible and responsive business in a rapidly changing global milieu.**

The unfolding Ukraine/Russia conflict in 2022 continues to have a devastating impact on civilian life. I am hugely proud of the generosity of our employees in supporting those impacted by the conflict, including their global fundraising efforts for the British Red Cross charity. As well as matching global employee fundraising, SITA responded by mobilizing dedicated crisis support and resources to help our affected employees in Ukraine and Russia.

Despite tough geopolitical and economic conditions, the past 12 months presented us with a dynamic environment where **SITA’s portfolio of innovative solutions has enabled our customers to overcome operational challenges while also helping customers to keep up with global mega-trends.**

Aviation’s rapid return to growth saw our products and services – oriented around **digitalization**, biometrics, automation, and operational efficiencies – finding beneficial application in **addressing staff shortages** at airports, **reducing ‘baggage mountains’**, and **boosting the throughput of passengers** at terminals. In the air, our solutions have helped airlines plan more fuel-efficient flight routes, **driving down operating costs** and **minimizing aviation’s climate impact** as energy supply-chain concerns kicked in.

It is gratifying that **SITA is fulfilling a tangible role** in helping our customers adapt to a fast-changing world through our technologies for greater effectiveness, resilience, agility, and sustainability.

We also started **transforming our business** during 2022 through our extensive, multi-year RISE acceleration program to future-proof our business and better serve the needs of our stakeholders, employees, and customers.

Looking forward, this means **bolder innovation**, developing and attracting talent, growing a high-performance culture, accelerating our ability to create new products to increase efficiency for our customers, like using cloud and edge computing, and placing extra emphasis on **emerging technologies.**



CEO STATEMENT

OUR PEOPLE AND COMMUNITIES

Keeping SITA at the forefront of innovation is our people. They are SITA's key differentiator and at the heart of everything we do. SITA's dedicated workforce is crucial to the success of our business and to our customer-facing operations across the globe. It's embedded in our ambition to be an employer of choice and create a fair, inclusive work environment that attracts, develops, and retains a diverse, engaged, and motivated workforce with the right mix of problem-solving skills, technological aptitude, and creative ingenuity for innovation to flourish in SITA.

We continue to prioritize employee well-being to support our people's resilience in adapting to new situations, given it's a key ingredient for business success. For that reason, we are maintaining our hybrid working policies and introducing location-flexible working arrangements, keeping our people invigorated with a healthy work/life balance. This approach has enabled us to maintain high engagement and well-being scores, reflecting the connection and commitment of our employees to SITA's ambitions.

Community involvement is important to our people and to SITA. In 2022, our employees volunteered in over 55 community projects as part of SITA's employee volunteering program, which we are remodeling in 2023 for greater engagement. **SITA also continues to invest in community programs** to increase access to education, health, and economic empowerment of disadvantaged groups.

PROGRESSING OUR SUSTAINABILITY GOALS

We place the utmost importance on ensuring we carry out our business responsibly and sustainably. In 2022, we continued to enhance our processes and practices in cyber security, privacy, responsible sourcing, ethics, and compliance.

Our ongoing sustainability actions are aligned with the UN Sustainable Development Goals, and we remain committed to the UN Global Compact and its ten principles.

In 2022, our carbon emissions increased by 8%¹ compared to 2019. This is mainly due to an increase in scope 3 purchased goods and

services, largely due to the expansion of SITA operations in line with the industry's growth and the integration of CHAMP, now fully part of the SITA Group. **We are actively engaging our suppliers and partners to enable us to decrease our upstream scope 3 emissions**, which should result in a reduced impact in the coming years.

Crucially, we are also in the process of setting even higher standards to achieve **our goal to be net-zero by 2050 with the Science Based Target initiative's (SBTi) Net-Zero Standard 1.5°C scenario** covering all greenhouse gas emissions sources. This commitment has now been submitted for SBTi framework and target validation.

We also undertook an extensive materiality assessment in 2022 to ensure SITA remains relevant on topics that matter to our stakeholders and impact our business. We are currently reviewing and setting specific and measurable targets and action plans for each Environmental, Social and Governance (ESG) material topic, involving colleagues from across the business to bolster the engagement we need to accelerate implementation.

This report will also mark a repositioning of our sustainability reporting efforts in anticipation of stringent new criteria coming into play, specifically the EU Corporate Sustainability Reporting Directive. This will impact European businesses, including SITA's European operations, requiring greater transparency around ESG disclosures and actions – a positive evolution for reporting, which we enthusiastically embrace.

¹ Based on a market-based method for emission calculation.

CEO STATEMENT

ADVANCING INDUSTRY'S DIGITAL TRANSFORMATION AND EFFICIENCY

Our leading digital solutions at the airport, at the border, and around the aircraft have been driving industry automation, building agility and resilience to operational disruptions for many years.

Throughout 2022 we have been pushing boundaries by accelerating innovation through increased investments and partnerships for environmental, social, and economic benefit for SITA, our customers, and communities.

We continue to support **customers on their net-zero by 2050 journey**, to de-carbonize and improve operational efficiency through greater collaboration. For example, in 2022, we expanded our SITA OptiFlight® suite of fuel-efficiency solutions to more airlines and launched a new SITA OptiFlight® proof of concept for air traffic management. The concept aims to enable air traffic controllers to collaborate with airline pilots, approving direct route options and making air traffic management more efficient and sustainable.

We're also bringing our experience to benefit the wider travel industry – including rail, maritime, and the events sector – for safer, more **integrated, and seamless journeys** to address the **trending public demand for intermodality**. As a more joined-up digital travel experience becomes mainstream, harnessing digital identities will enable us to travel from anywhere to everywhere – by air, land, or sea – without needing to show our physical documents.

LOOKING AHEAD

Our focus on developing a resilient and sustainable business led to **SITA's 3.8% growth in revenues in 2022, accounting for US\$ 1,394 million as well as securing a new, oversubscribed backup credit facility linked to our environmental targets**.

We recognize more needs to be done to realize our sustainability aspirations. In 2023, we will address our ESG material topics based on the outcome of our 2022 materiality assessment, setting specific, measurable targets to drive tangible progress in the areas where we can have the biggest impact. In our 2023

Sustainability Report, we will provide an update on the progress of these targets and action plans.

We have a strong Net Promoter Score and will continue to focus on improving customer experience. Our ambitions will push us to invest and develop more solutions to support the industry's global challenges, instilling a strong and shared sense of purpose at SITA.

Realizing these ambitions will require efficient and innovative ways of working, within SITA and beyond our company. Collaboration will be essential to our success.

Looking forward, I am confident that we will deliver results for society at large, and for our business. I want to **thank our people, customers, and partners for their efforts and commitment** this past year in helping us achieve our shared purpose: to help the global travel and transport industry operate in a more sustainable, more resilient, more agile, and more cost-efficient way through the use of technology.

DAVID LAVOREL, CEO, SITA



ABOUT SITA

SITA is the air transport industry's IT and communications provider, delivering solutions for airlines, airports, aircraft, and governments.

We are a privately held membership-owned organization with over 400 active members from across the air transport community.

OUR ORGANIZATION AND GLOBAL 24/7 PRESENCE

SITA has over 4,700² staff based in offices and airports across 122 countries. Thanks to their dedicated efforts, SITA generated US\$ 1,394 million in revenue in 2022.

Our 10 largest offices are in Atlanta, Montreal, London (x2), Delhi, Singapore, Geneva, Prague, Letterkenny, and Dubai, complemented by command centers and service desks supporting our customers' operations globally around the clock.

²Permanent employees, fixed term contractors, and students, including 100% owned subsidiary CHAMP.

OUR CUSTOMERS AND SOLUTIONS

With around 2,500 customers, SITA's solutions drive efficiencies at over 1,000 airports, delivering mission-critical connectivity to 17,000 aircraft globally throughout flight and ground operations.

Our technologies and services underpin operational excellence, enhance customer safety, and ensure business resilience in an ever-challenging global environment. SITA also provides IT solutions to over 70 governments to strike a balance between secure borders and seamless travel.

OUR VISION, CULTURE, AND VALUES

SITA's vision is to enable **safer, easier, and more sustainable travel for all** by helping the air transport industry reduce costs, overcome operational hurdles, and improve the passenger experience.

Our four values (revised in 2022) — **'Step up for the customer,' 'Dare to grow,' 'Try fast, fail fast,' and 'Do it together'** — enable SITA to be even more responsive to the fast-changing landscape of the travel sector and guide and support our employees in how they work. Accordingly, performance evaluation and employee recognition awards nurture and reinforce these values.



ABOUT SITA



4,700+

People based in offices and airports



200+

Countries and territories served by SITA



US\$ 1,394

Million in revenue in 2022



2,500

Airlines, airports, ground handlers, and governments, all working closely with SITA



1,000+

Our airport footprint



17,000

Aircraft receiving mission-critical connectivity



70+

Governments using SITA's IT solutions



4

Values - 'Step up for the customer,' 'Dare to grow,' 'Try fast, fail fast,' and 'Do it together'

PERFORMANCE HIGHLIGHTS

As a responsible business, we continue shaping and improving processes and practices for our customers, employees, suppliers, partners, and investors, to be more sustainable and resilient.

Sustainability throughout our value chain remains a top priority as we seek to align our efforts to reduce greenhouse gas emissions with best practice and climate science – the SBTi (Science Based Targets initiative) framework – with targets developed and submitted for validation.

We continue to support employee well-being, development, a diverse, equitable, fair workplace where people feel they belong, with a renewed focus on talent management.

ENVIRONMENTAL



Completion of mapping and measurement of full scope 1, 2, and 3 emissions for 2022, and 2019 re-baselined, supporting SITA's SBTi net-zero application ³



8% increase in overall emissions vs. the 2019 baseline ⁴



Dubai becomes our 8th SITA office to be ISO 14001 certified

SOCIAL



87% employee engagement rating (2021, 88%) ⁵



87% overall employee diversity, equity, and inclusion rating (2021, 88%) ⁶



ISO 27001 certification maintained

GOVERNANCE



55.95 Net Promoter Score (2021, 41)



Sustainability linked credit facility signed in June 2022



3.8% growth in revenues

³ We must set emission reduction targets that align with the Science-Based Targets initiative (SBTi) net-zero criteria. It requires measuring greenhouse gas emissions on all emissions sources for Scope 1, 2, and 3 following the Greenhouse Gas Protocol. Therefore, SITA has measured additional Scope 3 emission sources related to its value chain compared to The CarbonNeutral® Protocol framework used in 2019.

⁴ Based on a market-based method for emission calculation.

⁵ We capture employee experience, such as engagement & inclusiveness at work (i.e., a sense of belonging) through our annual employee survey.

⁶ As above.

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STRATEGIC CONTEXT AND PERFORMANCE

SITA





KEY TRENDS IMPACTING SITA AND INDUSTRY

Climate change, sustainability, the energy crisis, shifting staff culture, skills shortages, digital travel, digital identities, and privacy — these are just a handful of the ESG-related trends of the prevailing forces that are impacting today, as well as shaping tomorrow's travel landscape, feeding into our strategic plans.



CLIMATE CHANGE AND SUSTAINABILITY

By 2030, greenhouse gas (GHG) emissions must decline by up to 43%⁷ versus 2010 levels to limit global warming to 1.5°C, in alignment with the Paris Agreement. De-carbonization is imperative to avoid climate extremes and irreversible damage to the planet.



GLOBAL ENERGY CRISIS

Ongoing events in Eastern Europe have highlighted **threats to energy supply chains**. Aviation's reliance on fossil fuels exacerbates the risks. Sustainable and renewable energy alternatives, and being resourceful with available energy supplies, are essential steps for a cleaner and safer air transport system.



SHIFTING STAFF CULTURE AND SKILLS SHORTAGES

Workforce shortages, the competition for talent, and workplace culture are shifting toward more flexible and hybrid work arrangements that enable better work-life balance. While automation, biometrics, and mobile are accelerating a digital transformation to support greater agility and scalability to tackle industry disruption.



DIGITAL TRAVEL, IDENTITIES, AND PRIVACY

Aviation's growth trajectory and passenger expectations are **driving the move to universal digital travel** supported by secure and trusted digital identities.

⁷ Global GHG emissions must peak before 2025 and reduce by 43% by 2030 against the 2010 baseline (according to [IPCC](#) report 4 April 2022) / Global GHG must peak before 2025 and reduce by 45% by 2030 against the 2010 baseline (according to [UNFCCC](#) report 26 October 2022). The [EU](#) has set the target at 55% reduction by 2030 against the 1990 baseline.



KEY TRENDS IMPACTING SITA AND INDUSTRY

CLIMATE CHANGE AND SUSTAINABILITY

2022 was punctuated with catastrophic weather events caused by climate change. Storm Ana wreaked devastation across southern Africa; lightning strikes increased 111 times in India during monsoon season; floods in Pakistan impacted millions of people; and typhoons forced evacuations of Japan's residents in Kyushu Island. These are not isolated events. They are part of an escalating trend of weather extremes that occur with increasing frequency, impacting everyone, including SITA.

For the aviation industry, weather phenomena are an increasing cause of flight delays, reduced aircraft performance, and damage to infrastructure like airport terminal buildings and aircraft.

As well as adapting to the impacts of climate change, every organization must do what it can to address its impacts on the climate, primarily by reducing emissions. At COP27, the UN's Intergovernmental Panel on Climate Change, warned that greenhouse gas (GHG) emissions must decline 43% by 2030 versus 2010 levels to limit global warming to 1.5°C.

Air travel accounts for around 2% of global CO₂ emissions; when combined with non-carbon emissions (which include other gases and

pollutants, water vapor contrails, soot, and sulphur aerosols), aviation may have a greater impact on global warming⁸ and is set to rise as passenger numbers grow to surpass 4 billion in 2024⁹ without intervention. The air transport industry's net-zero by 2050 commitment aims to curtail emissions¹⁰.

SITA has also ramped up its emission management efforts, announcing its commitment to setting science-based net-zero targets via the Science Based Targets initiative (SBTi) to combat climate change, aligned to the 1.5°C scenario of the Paris Agreement. And SITA is helping the air transport industry to reduce its emissions.

Another important factor that will impact SITA and the aviation industry in the near term is the reporting of environmental actions (as well as social and governance actions) and increased scrutiny of sustainability credentials. For example, the EU Corporate Sustainability Reporting Directive (CSRD) and the US Securities and Exchange Commission will require greater transparency around ESG disclosures impacting many companies with European and US operations.

While SITA has reported voluntarily to Global Reporting Initiative (GRI) standards for many years, we continue our efforts to progressively improve the disclosures against the GRI framework today while preparing for the CSRD framework.

⁸ Source: [Our World in Data](#).

⁹ Source: [IATA Air Passenger Numbers](#).

¹⁰ See [IATA - Fly Net Zero](#).

KEY TRENDS IMPACTING SITA AND INDUSTRY

Thomas Amdal, a Geneva-based pilot with over 24 years' experience, explains how he navigates increasingly challenging weather conditions:



When bad weather threatens, it's vital to anticipate the weather's impact on the entire flight and brief the crew accordingly. It could mean loading extra fuel on the plane because a diversion may be necessary to avoid – or fly around – bad weather, or it may mean reverting to a fully automated landing.

Weather issues are becoming more challenging. So reliable weather information, ideally from different data sources, helps me find the best strategy for any given flight regarding passenger safety and comfort, working environment for the cabin crew, and operational efficiency.

I find the time-lapse function of [SITA eWAS](#) highly useful, as I can quickly look at the weather at any point along the route and optimize the flight, for example, to avoid turbulence. The accurate and real-time weather updates with eWAS Pilot supplement the information we pilots typically receive, including weather forecasts, in our flight plans that we download to our tablets or print out before the flight. Even when we don't have cockpit connectivity, eWAS is still a very helpful tool to use during the pre-flight stages, as I can get pretty accurate weather forecasts, including for the landing.

We can't change the weather, but we can work around it.

Scan the QR code or click [here](#) to read more on this story.





KEY TRENDS IMPACTING SITA AND INDUSTRY

GLOBAL ENERGY CRISIS

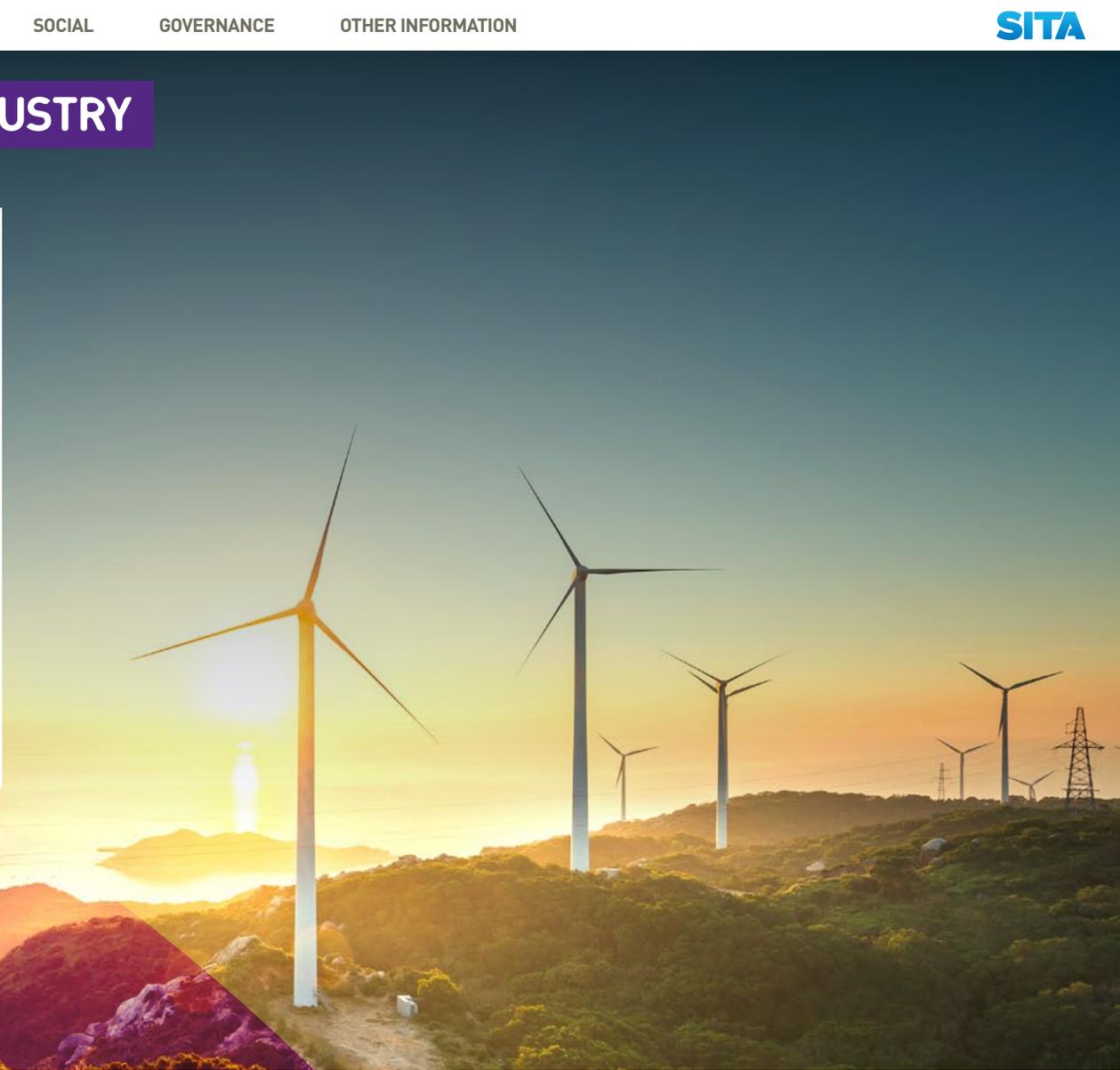
The burning of fossil fuels for energy is the largest contributor to greenhouse gas emissions. What was once viewed as a climate-oriented emergency has now become magnified by ongoing events in Eastern Europe. There are global concerns around the fossil-fuel energy supply chains, the reliance on fossil fuels, and the need to transition to renewable forms of energy.

Sustainable Aviation Fuel (SAF) will be key to moving the airline sector’s reliance on fossil jet fuel (the biggest source of industry emissions) in the longer term. Airports are also underway optimizing fossil fuel energy use because they consume significant amounts of it for operating buildings, like heating and lighting – and services, like

passenger operations. This focus on energy efficiency is reflected in SITA’s 2022 Air Transport IT Insights survey findings, with 73% of airports planning to have policies or physical systems that promote energy savings by 2025.

SITA itself is already rising to these challenges by improving energy efficiency throughout our operations, from our workplaces to the solutions and services we provide to our customers, and by transitioning to sustainable energy sources.

See [Energy Management](#) for more detail on our strategy and progress covering our business operations and [Business Resilience](#) on how we’re supporting fuel efficiency and energy resilience of air transport operations.





KEY TRENDS IMPACTING SITA AND INDUSTRY



SHIFTING STAFF CULTURE AND SKILLS SHORTAGES

For the technology sector, ever-increasing digitalization has exposed a shortage of IT talent. For the aviation sector, the pandemic has significantly reduced its labor pool: 62 million travel & tourism jobs were lost¹¹ in 2020, and many of those positions are unlikely to be reinstated.

Consequently, the industry is operating with depleted workforces, struggling in critical areas, particularly ground handling. This has resulted in a domino effect with flight cancellations and delays, ‘baggage mountains,’ and long queues at security — all of which jeopardize aviation’s long-term recovery.

The aviation industry has responded by investing in digitalizing the passenger journey and the operations supporting that experience to give airlines and airports more agility and scalability, enabling them to better respond to rapidly changing situations. SITA’s 2022 Air Transport IT Insights report reveals the industry’s IT spend is projected to continue its steady year-on-year growth trend since 2020 to support this push for digitalization, with a full 96% of airlines and 93% of airports expecting their IT spend to stay the same or increase in 2023 compared to 2022.

We see widespread adoption of biometrics and mobile passenger journeys, as well as more automated operations. This means that fewer employees are needed to complete mundane tasks and that airports and airlines can direct their people to manage more complex or service-orientated tasks.

¹¹ Source: [World Travel and Tourism Council](#).

FLEXIBLE AND MOBILE SERVICES

SITA’s new digital platform, [Flex-as-a-Service](#), launched in 2022, enables airlines and airports to design and deploy mobile solutions that can be rapidly adapted to the changing needs of the passenger journey.

Co-developed with Microsoft, SITA Flex liberates airports from traditional hard-wired ‘common use’ platforms, enabling agents to access airline applications on mobile devices anywhere. It also means passengers can check-in remotely, and print baggage tags for self-service bag drop.

SITA Flex APIs enable airlines to create bespoke passenger processing features and streamline their app development processes and even [build working applications](#) within 24 hours.

TECHNOLOGY TO PREVENT BAGGAGE MISHANDLING

Surging passenger traffic and understaffed airports resulted in unsightly ‘baggage mountains’ in the arrivals halls during summer 2022. SITA’s [WorldTracer](#)[®] system for mishandled baggage recorded three times more mishandled bag reports for January to March 2022 compared to the previous-year period.

That’s where the baggage management and reconciliation capabilities of [SITA Bag Manager](#) have come to the fore – using smart technologies to automate key processes, tracking bags in real-time across the airport environment, and capturing every bag loaded onto a plane, unit load device (ULD), or cart.

The solution prevents bag mishandling before it happens.



KEY TRENDS IMPACTING SITA AND INDUSTRY

Prompted by the 'Great Resignation' is the shifting workplace culture and employee expectations. Employee retention isn't just about the pay packet: "Fulfilling work and the opportunity to be one's authentic self at work also matter to employees who are considering a job change."¹²

Employees want more flexible and hybrid working for a more fulfilling work-life balance. Health and well-being, diversity, equity and inclusion, and development are essential for employers across all industries for talent acquisition and retention. SITA continued to make good [progress on these social issues](#) in 2022.

¹²Source: [PwC's 2022 Global Workforce Hopes and Fears Survey](#).





KEY TRENDS IMPACTING SITA AND INDUSTRY



DIGITAL TRAVEL, DIGITAL IDENTITIES, DATA, AND PRIVACY

We are moving towards a future where passengers can travel from anywhere to everywhere without ever needing to present travel documents and without needing to stop to confirm their identity, check-in, cross a border, or access any number of services at their destination – all while keeping control of where and when data is shared.

Digital identities are the key enabler of digital travel. But they must be more secure and trustworthy to be a true replacement for their physical equivalents. Only once identity data is freed from the limitations of physical documents can we truly realize the revolution of a seamless, secure, and safe travel journey for all.

For SITA, digital travel is built into our strategic perspective. We already provide the next-generation of self-service technology infrastructure on which digital identities rely, with integrated data-driven, mobile, and biometrically-enabled self-service touch-points for check-in, bag-drop, border control, boarding, and more.

Our digital border solutions enable Digital Travel at the border for over 70 governments and all G20 nations, while our passenger processing solutions offer biometric and mobile-driven digital journey experiences for travelers, which can be untethered from fixed points in the airport.

US AIRPORTS TAKE THE SMART PATH TO SUPPORT THE CBP'S MANDATE

As international travel resumes and continues to increase, US airports may soon be considering the adoption of an international outbound biometric boarding solution to support US Customs and Border Protection (CBP) in fulfilling its congressional mandate for biometric passenger confirmation on exit.

SITA is partnering with US airports to meet these requirements, including Greater Orlando Aviation Authority, Miami International Airport, San Francisco International Airport, Boston Logan Airport, San Diego International Airport, Los Angeles TBIT terminal, and Philadelphia International. Combining our technology and industry expertise, our SITA Smart Path solution is helping US airports to support the CBP's mandate and future biometric processing needs.

STAKEHOLDER ENGAGEMENT AND MATERIALITY

SITA is refining and reorienting its business strategy to address Environmental, Social, and Governance (ESG) priorities. The roadmap for this transition is based on a new materiality assessment completed in 2022 — a meticulous and exhaustive process of surveying, identifying, measuring, validating, and prioritizing the ESG topics that impact SITA and topics that SITA impact.

OUR APPROACH

Our last formal materiality assessment was in 2015. However, we have and continue to regularly engage with our stakeholders through a variety of methods to revisit the findings on trends, issues, and needs – [see interactions with our stakeholders](#).

In 2022, we used a third party with sustainability expertise to carry out an extensive materiality assessment. We followed a six-phase approach

to identify the most relevant material topics, probe the issues, and harvest feedback by engaging our employees and the broader orbit of stakeholders.

The process involved defining key stakeholder groups by our company's activities: customers; business partners; regulators and NGOs; suppliers and contractors; and SITA employees and SITA Board members. We obtained insights from over 600 respondents across these five groups.

Our hybrid approach, blending various industry recognized ESG reporting standards and materiality frameworks, helped tailor the assessment to SITA's unique operating environment.

This approach was taken to understand, encapsulate, and incorporate inputs on the importance of the topics to our stakeholder groups.



STAKEHOLDER ENGAGEMENT AND MATERIALITY

OUR MATERIALITY APPROACH

1

Defined the purpose and scope of what materiality means for SITA and discussed these internally.

2

Identified our stakeholders and created a long list of potential material ESG topics.

3

Refined the long list of potential material ESG topics by clustering them into ESG categories.

4

Collated information concerning the impact and importance of topics and mapped the impact of the ESG topics via stakeholder consultation methods.

5

Defined the materiality thresholds, prioritizing ESG topics based on their strategic importance to SITA and our stakeholders.

6

Engaged management, presenting the results of the materiality assessment with key internal audiences to validate the outcome.

INTERACTIONS WITH OUR STAKEHOLDERS

STAKEHOLDERS	FEEDBACK MECHANISMS
Customers	Various customer forums, boards, committees, and user groups, including Customer Advisory Boards, Annual Customer First Feedback Survey Air Transport, Passenger and Baggage IT Insights research, and reports
Business partners	Regular dialogue and partnership meetings
Regulators and NGOs	Monitoring regulations from governing bodies and monitoring NGOs and what they say about our industry, largely through news, think tanks, and reports
Suppliers and contractors	Regular dialogue and supplier meetings
SITA Board and SITA Council	Board and Council meetings provide a forum for increasing the dialogue on ESG matters
SITA employees	Local town halls, regional and functional, and CEO-led staff calls

STAKEHOLDER ENGAGEMENT AND MATERIALITY

OUR 13-TOPIC MATERIALITY LIST AND STRATEGY

Following further diligent assessments and evaluations, we distilled our list of 20 materiality topics down to the ten most prominent in impact and importance to both SITA and its stakeholders.

The topics encompass **Environmental** (Climate Change and Energy Management); **Social** (Employee Health, Safety, and Well-being; Diversity, Equity, and Inclusion; Talent Management; Privacy; and Cyber Security); and **Governance**: (ESG Compliance, Transparency, and Governance; Operational Excellence; Business Resilience).

These ten topics are complemented by three more topics that we believe are critical to underpinning SITA's ESG goals: **Community Engagement**; **Ethics**; and **Responsible Procurement and Supply Chain**. These three topics were part of the long list in our [full matrix](#). SITA made an executive decision to still treat them as material topics because of SITA's values and importance to business and brand.

We are confident that this new materiality framework will serve SITA effectively and deliver valuable ESG benefits to our stakeholders as we maintain a steady course through turbulent times, helping us identify new opportunities to serve our stakeholders better.

MATERIALITY MATRIX



NEXT STEPS

- Strengthening our ESG strategy with specific, measurable targets and action plans.
- The roll-out of action plans starting in 2023.

STAKEHOLDER ENGAGEMENT AND MATERIALITY

We matched the material topics to the United Nations Sustainable Development Goals (UN SDGs) to create a framework for appropriate actions. The SDG profiling was performed at a sub-topic level. The SDG profiling indicates how the actions on material topics contribute to specific SDGs.

Topic name	SDG goals	Sub targets
Climate change	 	<p>Sub-target 12.2: By 2030, achieve sustainable management and efficient use of natural resources.</p> <p>Sub-target 13.1: Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.</p>
Energy management	 	<p>Sub-target 7.3: By 2030, double the global rate of improvement in energy efficiency.</p> <p>Sub-target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>
Employee health, safety, and well-being		<p>Sub-target 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
Diversity, equity, and inclusion	 	<p>Sub-target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>Sub-target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>

Topic name	SDG goals	Sub targets
Talent management		<p>Sub-target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>
Community engagement	 	<p>Sub-target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p>Sub-target 4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.</p> <p>Sub-target 17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.</p>
Privacy		<p>Sub-target 9.1: Develop quality, reliable, sustainable and resilient (digital) infrastructure, including regional and transborder (digital) infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>
Cyber security		<p>Sub-target 9.1: Develop quality, reliable, sustainable and resilient (digital) infrastructure, including regional and transborder (digital) infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>

STAKEHOLDER ENGAGEMENT AND MATERIALITY

Topic name	SDG goals	Sub targets
ESG Compliance, Transparency, and Governance		Sub-target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
Ethics		<p>Sub-target 16.5: Substantially reduce corruption and bribery in all their forms.</p> <p>Sub-target 16.6: Develop effective, accountable and transparent institutions at all levels.</p>
Operational excellence		Sub-target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
		Sub-target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
Business resilience		Sub-target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
		Sub-target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Topic name	SDG goals	Sub targets
Responsible procurement and supply chain		Sub-target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
		Sub-target 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.
		Sub-target 17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

TARGETS

Pillar	Material Topic	Indicator	Performance
Environmental	Climate Change	Greenhouse gas emissions reduction vs. 2019 baseline	8% increase ¹³ , action plan under development
	Climate Change	Net-zero by 2050	On track, SBTi targets under validation
	Energy Management	Average electricity consumption (kWh) per full-time employee vs. 2021	Decrease of 12% vs. 2021
Social	Employee Health, Safety, and Well-being	Exceed employee well-being score above the market (high-tech) norm	Achieved, 85% (vs. benchmark of 84%)
	Diversity, Equity, and Inclusion (DEI)	Exceed overall DEI score above the market (high-tech) norm	Achieved, 87% (vs. benchmark of 82%)
	Talent Management	Maintain our high employee engagement rating	Achieved, 87% (88% in 2021)
	Community Engagement	Achieve 20% staff volunteer rate by 2026	On track
	Privacy	Privacy and data protection compliance	Ongoing effort
	Cyber Security	Maintain ISO 27001 certifications	Achieved
Governance	ESG Compliance, Transparency, and Governance	Build ESG strategy and governance by end of 2023	On track
	ESG Compliance, Transparency, and Governance	Maintain compliance supporting local communities in India and South Africa	Achieved
	Ethics	Compliance with applicable legislation, including anti-corruption, counter fraud, sanctions, and export controls	Ongoing effort
	Operational Excellence	Achieve good customer satisfaction, Net Promoter Score (NPS)	Achieved, NPS score 55.95
	Business Resilience	YoY SITA revenue growth	Achieved, 3.8%
	Responsible Procurement and Supply Chain	Reduce risks of forced labor in our supply chain	Ongoing effort

Overall targets by topic for 2022.

There are further indicators in the respective topic pages of this report, with performance of previous years shown where available.

We are in the process of reviewing and setting short, medium, and long-term targets for our material topics in 2023.

¹³ Market-based calculation covering scopes 1, 2 & 3, 2019 re-baselined for SBTi.

**SITA SUSTAINABILITY
REPORT 2022**

ENVIRONMENTAL

SITA



ENVIRONMENTAL

“ Our commitment to science-based targets provides SITA and our stakeholders with a clearly defined pathway to reduce all GHG emissions, prevent the worst impacts of climate change, and future-proof our business growth.

MARTINE BROCARD, HEAD OF CSR AND SUSTAINABILITY, SITA

We are **committed to building a more sustainable future** by effectively managing and reducing our environmental impacts **everywhere we operate** in order to enable SITA, our stakeholders, and the broader air transport industry **to tackle climate change**.

In early 2022, **SITA committed to set science-based emissions reduction goals** aligned with the Science Based Targets initiative (SBTi) Net-Zero Standard. We aim to achieve a 4.2% linear annual reduction on scopes 1, 2, and 3 emissions between 2019 and 2030, through a range of initiatives, including energy efficiencies. By 2050, the aim is to reach net-zero, **in alignment with the 1.5°C global warming limit set by the Paris Agreement**.

IN THIS SECTION:

[Climate Change](#)

[Energy Management](#)



CLIMATE CHANGE

KPIs and performance	2022	2021	2020	2019	Mid and Long-term targets ¹⁴
% scope 1&2 GHG emissions reduction ¹⁵ (market-based ¹⁶) vs. 2019 baseline of 9,452 tCO _{2e} ¹⁷	-72% ✓	-	-	-	2030: Linear yearly -4.2% vs. 2019 2050: Minimum -90%
% scope 3 GHG emissions reduction ¹⁸ vs. 2019 baseline of 161,385 tCO _{2e}	+13%	-	-	-	2030: Linear yearly -4.2% vs. 2019 2050: Minimum -90%
SITA offices ISO 14001:2015 certified	8	7	7	7	2026: 10 SITA offices ISO 14001:2015 certified
Results from our employee engagement survey to the question: "I believe we are an environmentally responsible company" ¹⁹	84%	89%	-	-	-
Results from our employee engagement survey to the question: "I feel inspired by our efforts to become a more environmentally friendly company" ²⁰	81%	86%	-	-	-

¹⁴ Targets submitted to the Science Based Targets initiative (SBTi) at the end of 2022 and are expected to be validated in Q3 2023. ✓

¹⁵ Data marked with ✓ is in the scope of an independent limited assurance performed by PwC. For the report, refer to the 'Auditor's assurance on SITA's greenhouse gas emissions' page.

¹⁶ We use a market-based approach for scope 2 emissions that "reflects the emissions from the electricity that a company is purchasing" as defined by the Greenhouse Gas Protocol.

¹⁷ tCO_{2e} – A carbon dioxide equivalent, abbreviated as tCO_{2e}. This metric compares the emissions in tons from various (non-carbon) greenhouse gases based on their global-warming potential by converting amounts of other gases to the equivalent amount of carbon dioxide.

¹⁸ Scope 3 categories were partially measured in 2020 and 2021 as per The CarbonNeutral Protocol. All scope 3 categories have been measured as part of our 2022 SBTi commitment to establish a new 2019 (pre-Covid 19) baseline.

¹⁹ We attribute the slight decrease in ratings compared to 2021 due to increasing knowledge and expectations around environmental activity, which we will address throughout 2023, such as stepping up our emission-reduction efforts to align with SBTi.

²⁰ As above.



CLIMATE CHANGE

The United Nations defines climate change as “long-term shifts in temperatures and weather patterns. These shifts may be natural, such as through variations in the solar cycle. But since the 1800s, human activities have been the main driver of climate change, primarily due to burning fossil fuels like coal, oil and gas”.

2022 has set some unprecedented records in terms of climate change, severely impacting many businesses and air transport industry operations. Heat waves with temperatures above 50°C in some places of the world, storms, flooding, and fires have impacted people’s health, equipment and infrastructure, safety, and flying conditions.

The Intergovernmental Panel on Climate Change (IPCC), an intergovernmental body of the United Nations charged with advancing scientific knowledge about climate change, published its 2022 report, which revealed **an acceleration in the Earth’s average surface temperature**, projected to reach 1.5 - 1.6°C above pre-industrial levels by around 2030 – a decade earlier than expected, **making it harder to limit the temperature increase** by 2°C by 2050.

The report also confirmed the **correlation between climate change with human activities** and the increasing greenhouse gases (GHGs) emitted by the aviation industry. More than ever, the IPCC is urging drastic emission reductions to remain in line with the Paris Agreement, which set near-term and long-term science-based targets to limit global warming to 1.5°C.

There has been a clear realization amongst citizens, organizations, and governments that **climate change requires immediate adaptation and mitigation actions**. As well as the risks, climate change also presents new business and investment opportunities for many organizations.

WHY CLIMATE CHANGE IS MATERIAL TO SITA

We impact climate change, and we are impacted by it as reflected in our [key trends](#) – and so are our stakeholders. **Climate change is one of SITA’s biggest challenges** and an area of business opportunity for us too. It is **essential for SITA to adapt and mitigate** the impacts of climate change **to ensure the continuity of our business, and our customers’ operations**.

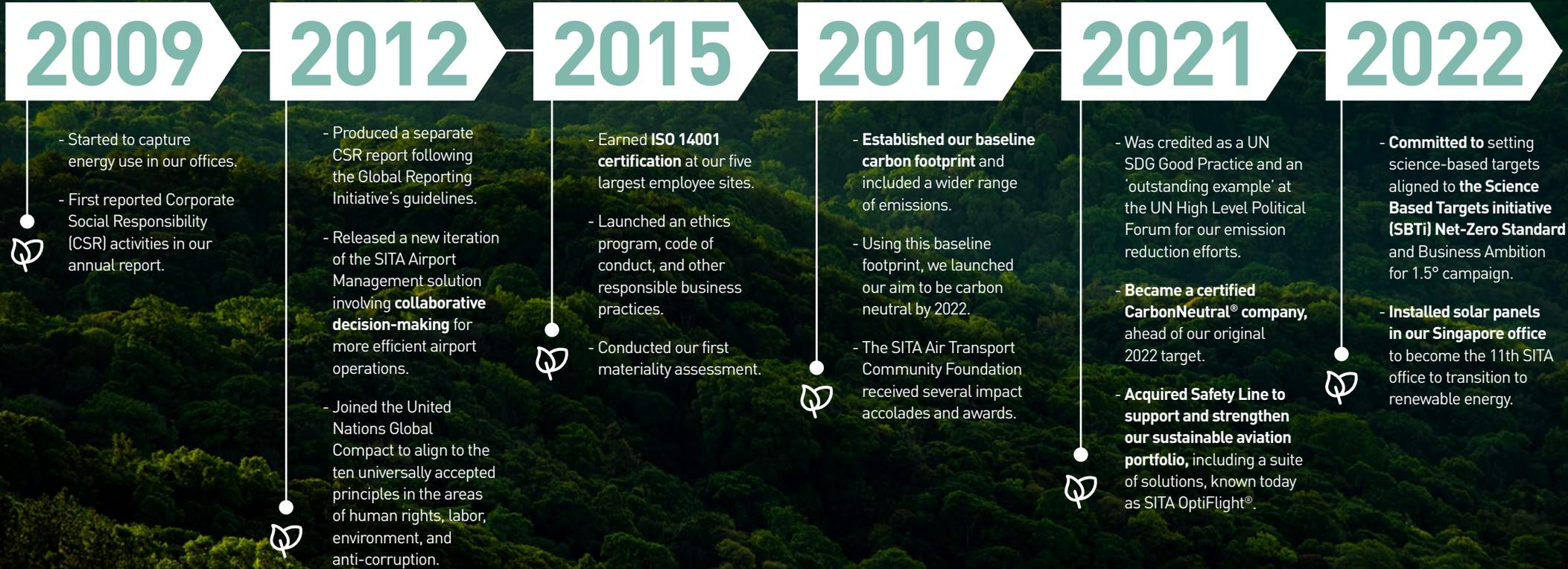
As a key player in the aviation industry, we see it as an inherent part of our role to reduce our environmental footprint.

SITA has a unique position to support its customers in their net-zero by 2050 efforts to reduce their environmental footprint, thereby safeguarding the future of the aviation industry.

Environmental responsibility is key for employee attraction and retention. Our annual employee survey reveals we maintain high scores for belief (84%) and inspiration (81%) in our environmental efforts.

CLIMATE CHANGE

OUR SUSTAINABILITY JOURNEY





CLIMATE CHANGE

For the last decade, SITA has been purposefully committed to tackling climate change and supporting the transition to net-zero by 2050.

SITA'S COMMITMENT TO NET-ZERO

In 2018, SITA committed to becoming carbon neutral by 2022, ahead of mandated industry targets. By reducing our emissions from scopes 1 and 2 in full, together with scope 3 emissions related to business travel, staff commuting, and home office working arrangements, and offsetting the remainder through verified carbon projects, **SITA achieved CarbonNeutral® certification in 2021, one year ahead of schedule.** This certification has been maintained throughout 2022 as a result of a continued reduction of emissions.

While we firmly believe digital services help reduce and mitigate climate change impacts in the aviation industry, we also acknowledge that they contribute

to GHG emissions growth, hence the urgent need to abate them. It became equally clear that engaging the entirety of the value chain in this race to net-zero and sharing common targets and standards is necessary for SITA to be able to achieve its GHG emissions reduction targets related to digital services, and those of the aviation industry.

Hence, **SITA took one further step – announcing in early 2022 its commitment to set science-based targets aligned to the Science Based Targets initiative (SBTi²¹) Net-Zero Standard and Business Ambition campaign²²** in a bid to reach net-zero by 2050. This fully aligns SITA with the 1.5°C global warming limit set by the Paris Agreement.

²¹ SBTi is a collaboration between the Carbon Disclosure Protocol (CDP), the United Nations Global Compact, World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). They are driving companies to set science-based targets to reduce emissions.

²² Business Ambition for 1.5°C is a campaign led by the SBTi in partnership with the UN Global Compact and the We Mean Business coalition.



CLIMATE CHANGE



ESTABLISHING THE BASELINE FOR A PRAGMATIC PLAN TO REACH NET-ZERO

To improve and better manage SITA's GHG emissions, we first need to be able to measure them and then track how efficiently we are progressing toward reducing them. **SITA's commitment to the SBTi framework** will enable us to **measure our advancement toward scope 1, 2, and 3 category targets** relative to an agreed (2019) emissions baseline within the universally recognized SBTi framework, which aligns with The Greenhouse Gas Protocol.²³

²³The Greenhouse Gas Protocol provides the most widely recognized accounting standards for categorizing greenhouse gases (GHG).

HOW WE MEASURED OUR FOOTPRINT

Scope:

- A full 2019 emissions inventory for scopes 1, 2, and 3 to align emission reduction efforts to the SBTi framework.
- It includes scope 3 emissions, which are the most challenging to address, related to our supply chain and our products lifecycle.

Standards used:

- The Greenhouse Gas Protocol
- SBTi's Net-Zero Standard

Methodology:

- GHG emission actual values (or actual metrics converted into GHG emissions with standardized emission factors) have been used when available.
- Otherwise, educated assumptions, benchmarks, or spend conversion into greenhouse gas emissions were used to fill data availability gaps, mainly for the scope 1 gas emissions, scope 2 electricity emissions, and scope 3 purchased goods and services category, and the use of SITA products.

Emission factors and conversion sources:

- ADEME (Agence De l'Environnement et de la Maîtrise de l'Énergie), IEA (International Energy Agency, ASTEE (Association Scientifique et Technique pour l'Eau et l'Environnement), Hotel Footprint Tool, CEDA (Comprehensive Environmental Data Archive), PPP (Purchasing Power Parities) and exchangerates.co.uk

Baseline year:

- Pre-COVID 2019 baseline year used

CLIMATE CHANGE

From this baseline, we defined our near-term (2030) and long-term (2050) targets during 2022 and submitted them to SBTi for validation. The SBTi committee is expected to review and validate targets in the latter half of 2023.

Subject to validation by SBTi, our near-term ambition is to reach the following targets:

A linear yearly emission reduction by 4.2% on scopes 1 & 2

A linear yearly emission reduction by 4.2% on scope 3

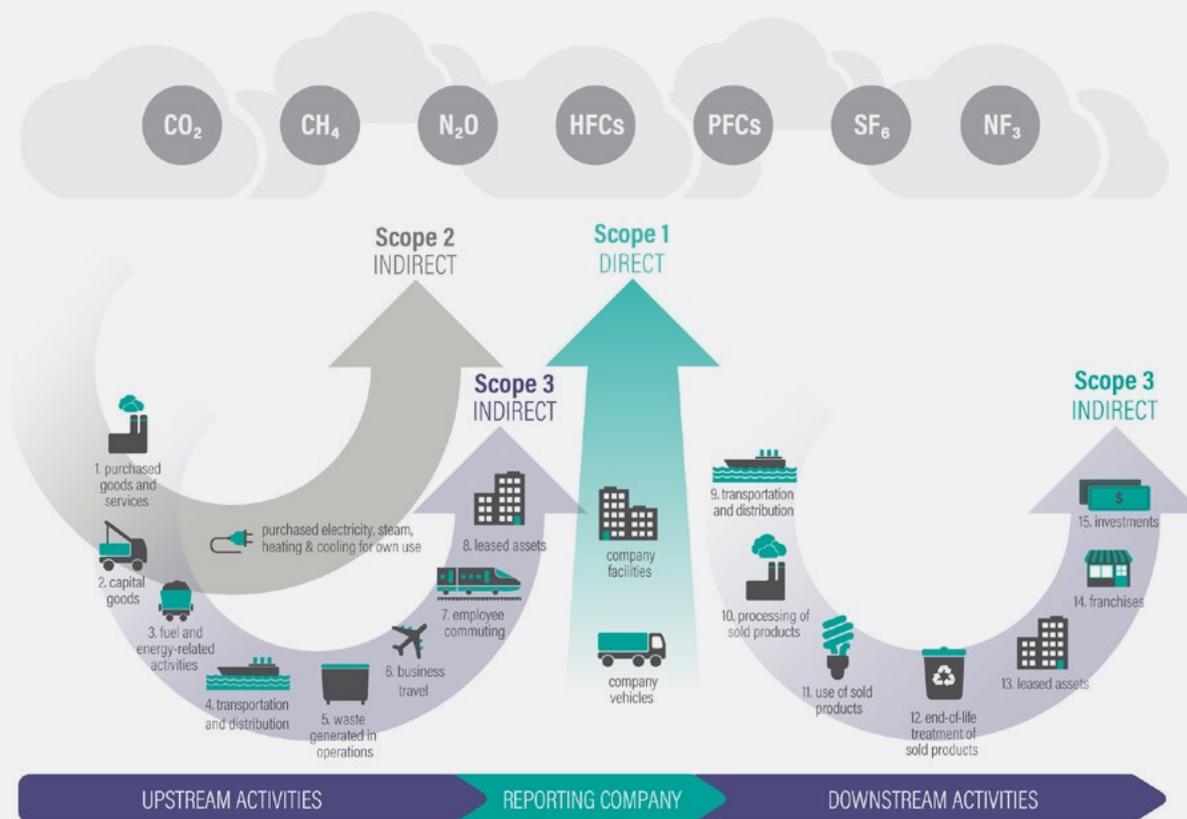
A minimum of 80% renewable energy sourcing by 2025, reaching 100% by 2030

50% of suppliers by spend, covering purchased goods and services, to have validated science-based targets by FY2027

Over the longer term, our ambition is to abate all emissions by at least 90% across all scopes relative to our 2019 baseline.

Meeting these targets will involve a mix of existing and new activities to reduce emissions along our upstream and downstream value chains covering SITA's own [corporate footprint](#) and our [product-related footprint](#), to be implemented in 2023 and beyond.

THE GREENHOUSE GAS PROTOCOL SCOPES AND EMISSIONS ACROSS THE VALUE CHAIN



Source: ghgprotocol.org

CLIMATE CHANGE

OUR EMISSIONS FOOTPRINT 2019 (RE-BASELINED) VS 2022

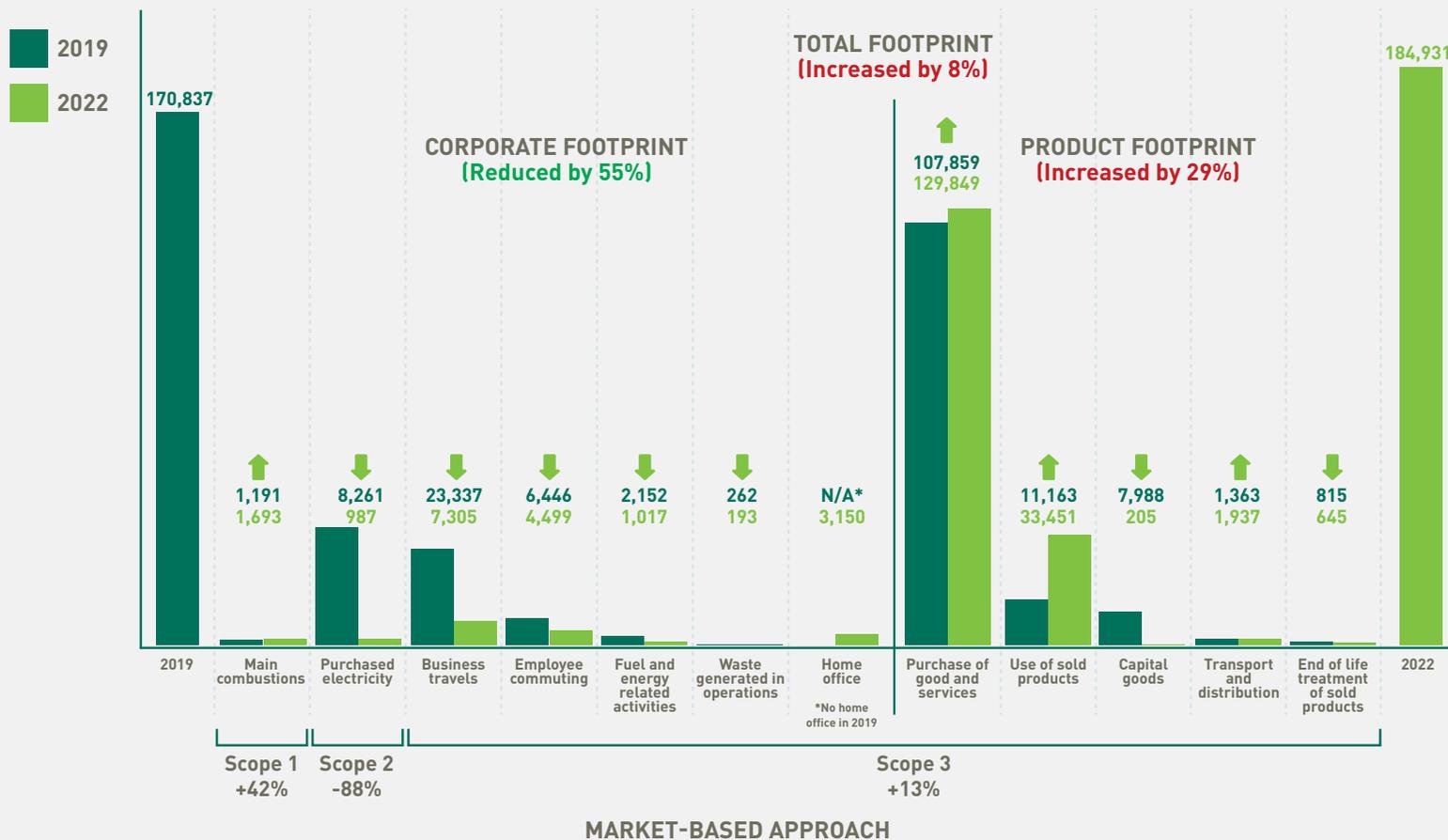
While we reduced our corporate footprint compared to 2019 by 55%, higher demand for our products and services in 2022 accounted for a 29% growth in our product footprint, leading to an overall 8% increase.

Our 2019 GHG baseline – using a market-based approach for calculating emissions – reflects that most of our emissions are scope 3 (94%), surpassing scope 2 (5%) and scope 1 (1%) emissions. This higher share of scope 3 emissions is typical for IT companies.

76% of SITA's 2019 total emissions were scope 3 emissions related to our product life cycle, with purchases of goods and services and the use of our deployed products being the main producers of GHGs.

For SITA, this means that it is ever more important to federate our supply chain into the net-zero race and embed emission-mitigating features into our solutions. The more energy-efficient and sustainable the in-service performance of our products is, the more the carbon-reducing benefit will ripple across the value chain, supporting our customers in reaching their net-zero targets while enabling SITA to lower scope 3 emissions.

OUR GHG FOOTPRINT IN tCO_{2e}, 2019 VS. 2022



CLIMATE CHANGE

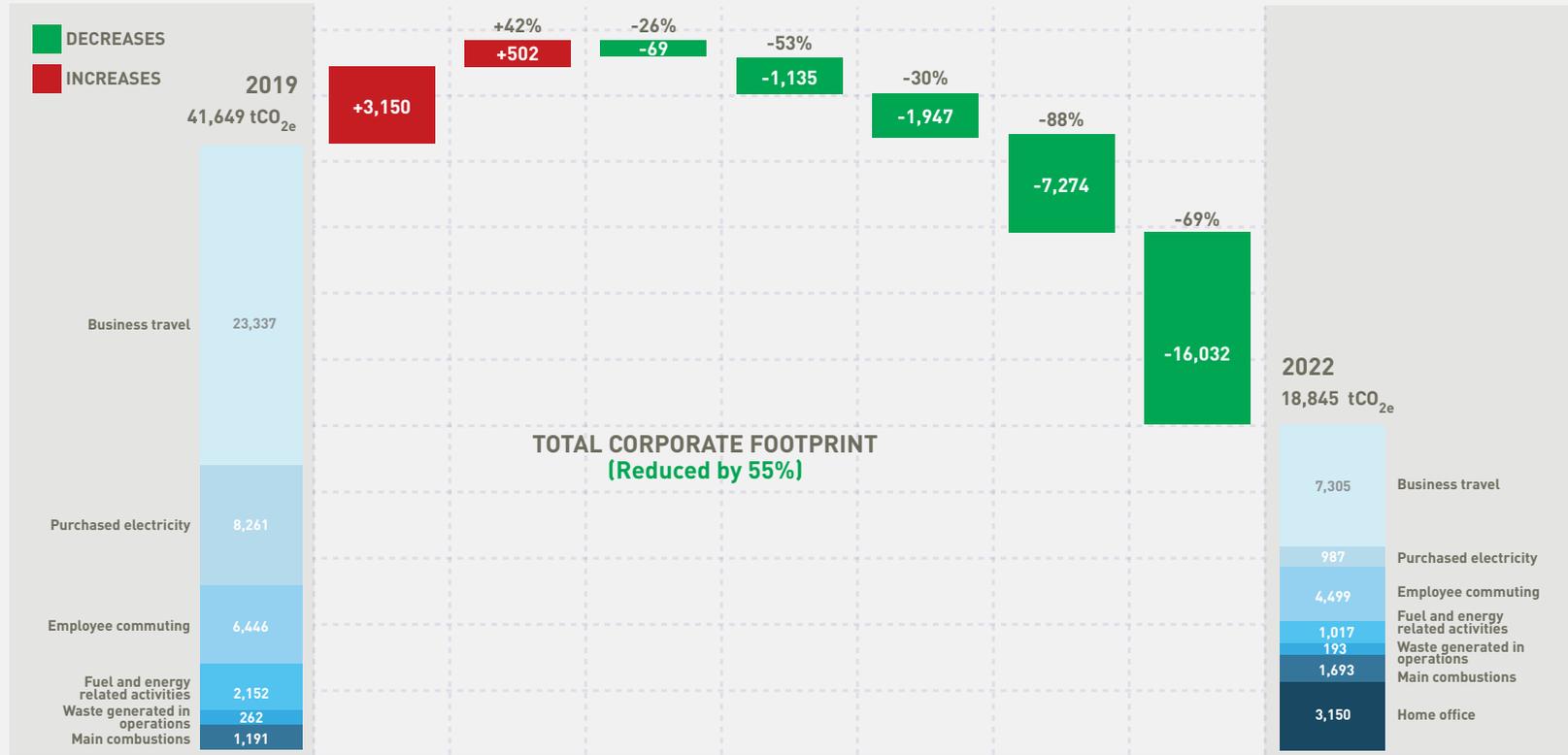
SITA'S CORPORATE FOOTPRINT EVOLUTION 2019 VS 2022 IN tCO_{2e}

EMBEDDING SUSTAINABILITY ACROSS SITA'S CORPORATE FOOTPRINT

Our corporate footprint consists of scope 1 & 2 emissions generated in offices and throughout our airport presence, as well as those scope 3 emissions generated as a consequence of employee business travel, commuting, and homeworking.

The decrease in scope 1 and 2 emissions is related to several factors:

- Floor footprint optimization.
- Some of our offices remained closed due to COVID-19.
- An increase in renewable energy.
- The purchase of Energy Attribute Certificates where renewable energy was not available – see ['Addressing unavoidable emissions'](#).



TOTAL CORPORATE FOOTPRINT (Reduced by 55%)

MARKET-BASED APPROACH

CLIMATE CHANGE

CORPORATE FOOTPRINT DETAILED KPIS AND PERFORMANCE

Indicator	Objective	2022 Target	Actions	Progress 2022
CarbonNeutral® certification	Become CarbonNeutral® certified under The CarbonNeutral Protocol by 2022	Maintain CarbonNeutral® certification under The CarbonNeutral Protocol	Defining emissions for our operations, measuring them, effectively reducing or removing them, and then offsetting any residual emissions that could not be eliminated or reduced.	Maintained in 2022
Renewable energy	Convert to renewable/green energy wherever feasible and whenever possible (e.g. end of lease)	Additional 2 SITA locations using 100% renewable energy	Investigate options and negotiate change where possible.	3 additional sites added: Rotterdam, Barcelona & Madrid, using 100% renewable energy. Solar panels activated in 2022, partially covering Singapore office electricity consumption.
Environmental impact from SITA's corporate activities: Includes: office, staff commuting and home-working, business travel emissions (location-based)	Reduce CO _{2e} emitted by SITA business compared to 2019 data	30% reduction	Encourage behavioral change regarding water usage, waste, recycling, single-use plastics, efficient lighting practices, use of collaborative tools, use of public transport, car share schemes, and reduced internal travel (flights).	48% of emissions reduced related to corporate emissions compared to our 2019 data, location-based, despite adding new emission source categories and CHAMP added into the scope.
Emissions intensity from SITA's corporate activities (tons CO_{2e} divided by Full-Time Equivalent (FTE) employees). Includes: office, staff commuting and home-working, and business travel emissions	Reduce energy intensity compared to 2019 data	20% reduction	Continue to reduce IT infrastructure as part of an ongoing shift to the cloud. Implement energy-saving LED and motion-sensitive lighting. Encourage behavioral change through communications and education.	49% CO _{2e} emission intensity reduction vs. 2019, location-based, despite adding new emission source categories and CHAMP data into the scope.
Emissions from business travel (includes flights, trains, taxis, vehicles, ferries, buses, and metro)	Reduce CO _{2e} emissions created from business travel compared to 2019 data	50% reduction	Reduce internal travel, encourage virtual meetings both internally and with customers, use public transport where possible (not taxis), and take trains instead of flights where feasible.	69% of reduction for business travel vs. 2019, including hotel stays; data quality improvement and CHAMP into scope.
ISO 14001:2015 - Environmental Management System	Number of SITA offices certified ISO 14001:2015	Maintain existing certifications Certify an additional SITA office	Maintain compliance with the ISO 14001: 2015 framework in existing SITA certified sites and integrate a new SITA office into the system.	SITA Dubai office certified ISO 14001:2015 in May 2022. Certification maintained in Atlanta, Burlington, Geneva, London Gate, Montreal, Rome, and Singapore.

CLIMATE CHANGE

In 2022 we continued our efforts to measure, remove, and reduce our operational emissions in SITA's office-based locations, SITA-owned data centers, and employee homeworking environments to help create more sustainable workplaces.

SITA also retained its ISO 14001:2015 certification²⁴ across Atlanta, Burlington, Geneva, London, Montreal, Rome, and Singapore, and added certification to Dubai – bringing us to a total of eight ISO-certified sites. As of the end of 2022, 37% of SITA's office-based staff work at ISO 14001:2015 certified offices.

During the year, we were able to constrain emissions related to business travel with a 69% reduction of our footprint compared to 2019.

²⁴ ISO 14001:2015 Environmental management systems is a voluntary standard that provides externally audited assurance of a company's commitment to environmental performance and continuous improvement.

OUR 2022 SUSTAINABILITY MEASURES INCLUDED:

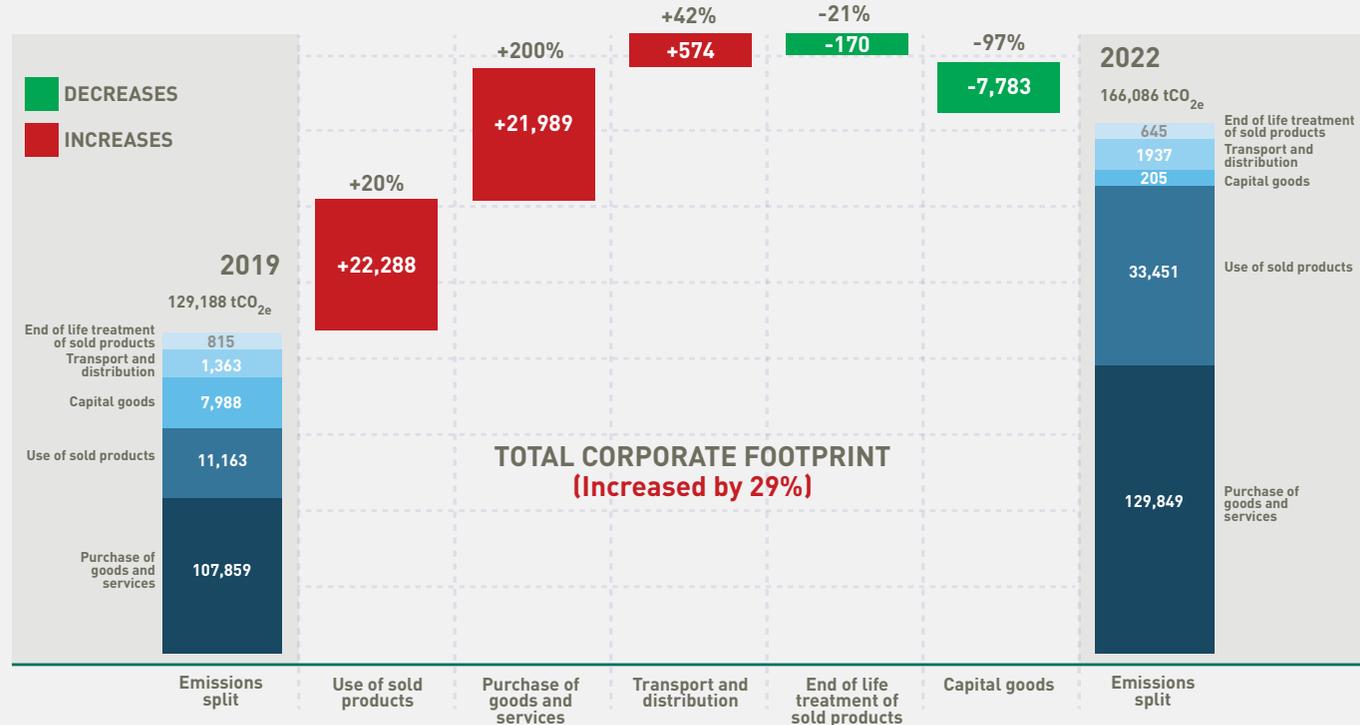
- Raising environmental awareness amongst SITA employees.
- Onboarding our subsidiary CHAMP on SITA's sustainability journey.
- Reducing energy consumption at SITA offices by optimizing the floor footprint and increasing the adoption of energy-efficient appliances.
- Sourcing renewable energy wherever and whenever possible, procuring Energy Attribute Certificates in the meantime to foster the availability and access to renewable energy.
- Optimizing business travel emissions.

Throughout 2022, we continued our efforts on data collection at our sites for more accurate emissions reporting. We also initiated the implementation of a new environmental platform providing more robust reporting for more precise performance monitoring.



CLIMATE CHANGE

SITA'S PRODUCT FOOTPRINT EVOLUTION 2019 VS 2022 IN tCO_{2e}



MARKET-BASED APPROACH

EMBEDDING SUSTAINABILITY ACROSS SITA'S PRODUCT PORTFOLIO FOOTPRINT

Between 2019 and 2022, our product-related emissions rose by 29%. This was an anticipated but challenging hurdle in our roadmap. It is attributable to two standout factors: SITA's acquisition and integration of our cargo business, CHAMP, and increased purchased goods and services.

Following the resumption of air travel, an unintended consequence of digitalizing our customers' activities is that while we are enabling our customers to mitigate their own GHG emissions (see 'Supporting Sustainable Aviation' section below), in some cases, our product-related emissions have grown.

We fully acknowledge our emissions growth and are actively and urgently taking remedial steps throughout 2023 through product-footprint emission reduction measures, which will include:

- Increasing the data availability and accuracy on all scope 3 categories, including those related to cloud, data centers, and network services.
- Gathering actual emissions data from our main suppliers.
- Requiring environmental criteria and science-based targets commitments when selecting key suppliers.
- Extending the lifetime of IT hardware equipment through refurbishment and recycling.
- Fostering circular economy considerations in our procurement processes.
- Embedding sustainability criteria from the outset of the product design stage.

CLIMATE CHANGE

ADDRESSING UNAVOIDABLE EMISSIONS

Despite our efforts to reduce our corporate emissions to a minimum, some of them were not abated. We have addressed these unabated emissions through our carbon emissions offset strategy in compliance with our CarbonNeutral® certification. **Our offset program covers unavoidable emissions** generated from all our corporate operations, covering scopes 1, 2, and 3. The program includes the following:

- Purchasing Energy Attribute Certificates (**EACs**) **in locations where renewable energy is not yet available for us to buy.**²⁵ We have opted to buy EACs rather than Carbon Offset Credits as EACs help to fund and foster the development of green energy supplies in the future.
- **Buying Carbon Offset Credits and funding Catalyst programs.** This combined approach is the most reliable approach for claiming and maintaining our CarbonNeutral® certification.

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

encourage more sustainable behaviors. We also elect to fund repeated projects designed to remove carbon emissions while supporting biodiversity and helping local communities reduce their emissions too.

These community projects support multiple UN SDGs, from improving health, hygiene, gender equality, and education to local employment opportunities. The day-to-day management of our carbon offset program is managed through Climate Impact Partners, a leading global provider of sustainable environmental offset emission programs. All our carbon offset programs are verified by independent third parties and are also International Carbon Reduction and Offset Alliance (ICROA) approved.

In anticipation of potentially more stringent SBTi requirements in the future, we will continue to select carbon reduction and carbon removal projects in preference to carbon avoidance projects, as we consider them to be more verifiable and, therefore, more effective in tackling GHG reduction efforts.

²⁵ It is not an option when a city's or country's only energy source is fossil-based. Additionally, with many SITA offices being co-located offices, renewable energy is not an option if the landlord has not switched to green energy for the whole building.

THE PROGRAMS WE INVEST IN:

<p>INDIA</p> <p>Focus High-impact community-based projects impacting the environment and community sustainability</p> <p>Classification Verified Carbon Standard (VCS) and Climate, Community and Biodiversity Alliance (CCBA)</p>	<p>SDG goals 1, 3, 4, 7, 8, 13</p> <p>Learn more about the project </p>
<p>GUATEMALA</p> <p>Focus Health and livelihood; clean cooking; clean water</p> <p>Classification Gold Standard Water Treatment</p>	<p>SDG goals 1,3,5 - 8,10,12,13,15</p> <p>Learn more about the project </p>
<p>INDONESIA RIMBA RAYA REDD+</p> <p>Focus Rainforest conservation, community development, and biodiversity conservation</p> <p>Classification REDD+ (Deforestation and Forest Degradation Program)</p>	<p>SDG goals 1 - 17</p> <p>Learn more about the project </p>



CLIMATE CHANGE

SUPPORTING SUSTAINABLE AVIATION

While much of aviation's focus is around sustainable fuels, newer lean-burning aero-engines, and alternative energy paradigms (such as hydrogen-powered aircraft, which could become available in the mid-2030s), operational and infrastructure improvements are what we can address now in the journey to reach net-zero carbon emissions by 2050. This is where SITA has been playing a key role for several years.

Our **SITA OptiClimb®**, part of the SITA OptiFlight® suite of solutions, enabled airlines throughout the year to optimize fuel use and reduce emissions during climb-out. **SITA helps airlines, using this solution, save up to 5% of fuel during climb-out on every flight.** Around 5.6 million tons of carbon dioxide emissions could be avoided annually if every airline worldwide used SITA OptiClimb®.

We also embarked on a joint proof-of-concept with Air Traffic Management (ATM) solution specialist SkySoft-ATM to **extend the benefits of SITA OptiFlight® to ATM** as it does for

airlines today. The concept under development allows air traffic controllers to collaborate with pilots, safely approving direct route options and making air traffic management more sustainable.

[See our Business Resilience section](#) for more on how we support operational and infrastructure efficiencies for the aviation industry.

We are constantly exploring co-development opportunities with customers and partners as we strongly believe collaboration is key to helping our customers to achieve their sustainability goals. This includes enhancing and improving existing products, developing new offerings, and engaging in proofs-of-concept with airport and airline customers.

As a supplier to the aviation industry, SITA is acutely aware of the impact of its activities and operations on its customers' scope 3 emissions. We are reducing energy at the product level to minimize the impact of SITA's products and services deployed by customers.



ENERGY MANAGEMENT

Energy Management is the process of tracking energy consumption, transitioning to sustainable energy sources from fossil fuels, and creating processes and services that reduce the energy needed for business operations. The objective is ultimately to help protect the environment because energy consumption is one of the largest contributors to global greenhouse gas emissions, contributing to climate change.

²⁶ 2022 data, and recalculated 2019 data, align with the more comprehensive SBTi framework. 2020 and 2021 data were not recalculated and remain unchanged.

²⁷ Includes SITA office locations and our subsidiary CHAMP. Excludes airport locations and our Singapore office, which has a solar panel system providing a partial amount of renewable energy.

KPIs	2022	2021	2020	2019 ²⁶
Average electricity consumption for SITA offices (kWh per M2)	111	153	171	165
Average electricity consumption for SITA offices (kWh per FTE)	2,855	3,251	3,163	3,972
% office-based staff working in SITA offices using 100% renewable energy	37% ²⁷	36%	29%	24%
% of renewable electricity used in SITA offices	21%	17%	20%	14%

WHY IT IS MATERIAL TO SITA

Our clients' mission-critical business operations rely on SITA having dependable and continuous energy supplies to power the services we provide.

To deliver 24/7 service availability, while mitigating potential exposure to the effects of energy price and supply volatility (as evidenced during the 2022 global energy crisis), ongoing

efforts are underway at SITA to consume energy more efficiently and mitigate price and availability exposure for us and our clients.

Linked to these efforts, we acknowledge that energy consumption is a significant greenhouse gas emitter. Hence, we are proactively shifting toward procuring renewable energy to minimize our environmental and global warming impacts as we transition to using more reliable and cleaner energy sources.

ENERGY MANAGEMENT

OUR COMMITMENT TO REDUCING ENERGY CONSUMPTION

SITA pledges to improve energy efficiency throughout our operations, from our workplaces to the solutions and services we provide to our customers, and by transitioning to sustainable energy sources.

Underpinning these aspects is an embedded culture, through regular communications and awareness initiatives, to encourage our staff to employ and improve practices and behaviors related to energy consumption in and out of our SITA offices. We are continuously advancing our work to improve data collection in our sites for more accurate emissions reporting.

Specifically, regarding the energy risk in Europe, **in early 2022, we set up a dedicated committee that carried out risk and impact assessments for respective large airports, SITA offices, and key suppliers.** The aim was to improve energy efficiency usage across our operations and ensure continuous services for our customers.

[See our Business Resilience section](#) for more detail.

SITA'S ENERGY CONSUMPTION IN OUR BUILDINGS

In 2022, we **right-sized our major locations**, adapting the spaces we utilize to support the shift to hybrid working. This enabled us to keep our overall energy consumption below our 2019 baseline.

Within these optimized offices we assessed floor print rationalization and more energy-efficient practices, equipment, and devices. For example, we introduced a policy of replacing old office devices and equipment with newer generation energy-saving alternatives as soon as practical, like the installation of LED lighting and motion sensors to detect non-occupancy. We have also made environmental considerations part of the selection criteria for our corporate IT equipment based on the Electronic Product Environmental Assessment Tool (EPEAT).





ENERGY MANAGEMENT

TRANSITIONING TO RENEWABLE AND GREEN ENERGY

Allied with these efforts, we have an initiative in place to enable us to shift to green and renewable energy sources wherever possible. SITA's offices – Barcelona, Brussels, Frankfurt, Geneva, Letterkenny, London Gate, Madrid, Montreal, Prague, Rome, Vancouver, Ypenburg,²⁸ and Rotterdam – have already succeeded in sourcing 100% renewable electricity to date.

Throughout the year, we continued our journey to accelerate **the transition to renewable energy** of our operations. Solar panels installed in our Singapore site provide about 17% of our electricity needs. We also commissioned an external study into how we can consolidate our equipment and infrastructure to optimize the electricity consumption of our Singapore data centre. The outcome of the study will be shared in 2023.

We believe the transition to renewable energy is essential not just for the wealthiest economies – it must be for all, emerging and developing countries too. This is why SITA continues to

fund Energy Attributes Certificates (EACs) to foster development and access to renewable energy in our sites where renewable and green energy supplies are not yet available. EACs may be the only option in regions where renewable energy is not available for us to buy, either because it is not an option when a city or country's only source of energy is fossil-based, or in co-located offices if landlords do not switch to green energy for the whole building.

SITA AS A TECHNOLOGY PROVIDER

As an IT provider to the air transport industry, we aim to make **our products consume less energy and support efficiency**. This includes helping customers save fossil-based jet fuel – the largest source of aviation emissions – through our SITA OptiFlight[®] suite, or our low-consuming TS6 Kiosks in the airport terminal concourse.

²⁸ In 2022, we moved from Ypenburg to Rotterdam.



SITA SUSTAINABILITY
REPORT 2022

SOCIAL

SITA



SOCIAL

“ We want our people to feel valued and to grow at work, and we want to attract and retain diverse talent, while positively impacting our customers and the communities wherever we operate.

ALINA IONESCU, CHIEF PEOPLE OFFICER, SITA

Our people are our most valued assets at the heart of SITA's success. SITA relies on diverse, talented, and skilled employees to provide our renowned expertise, exceptional quality of services, and innovative excellence to the aviation industry. That's why we support our employees' well-being and development, and foster an inclusive environment to retain and attract talent.

Integral to maintaining a community-spirited workforce is SITA's commitment to working with the societies and economies in which we operate, giving back to help communities thrive and grow. Our social topics also encompass Privacy and Cyber Security, two social issues of today with increasing digitalization.

IN THIS SECTION:

[Employee Health, Safety, and Well-being](#)

[Diversity, Equity, and Inclusion](#)

[Talent Management](#)

[Community Engagement](#)

[Privacy](#)

[Cyber Security](#)



EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

TARGET

Exceed employee well-being score above the market (high-tech) norm and on par with the high-performing companies' norm

PERFORMANCE

Ahead of the high-tech norm of 84%.
On par with the high-performing companies' norm of 85%

KPIs	2022	2021	2020	2019
Overall employee well-being score from SITA's employee engagement survey	85%	86%	85%	87%
Employee rating from employee engagement survey for "My manager genuinely cares about well-being"	89%	90%	89%	-
Employee rating from employee engagement survey for "I can be myself at work without worrying about being accepted"	89%	90%	-	-
Employee rating from employee engagement survey for "I am generally able to balance my work and my personal responsibilities"	80%	82%	-	-
Employee rating from employee engagement survey for "I am able to sustain the level of energy I need throughout the workday"	82%	83%	83%	84%

The symbol - denotes it was not measured in this year

Employee health, safety, and well-being mean creating an environment where **people can grow and sustain their long-term health**. Whether working at the office, the airport or at home, employee health, safety, and well-being are catalysts that help optimize individual performance and employers' growth objectives.



EMPLOYEE HEALTH, SAFETY, AND WELL-BEING



WHY IT IS MATERIAL TO SITA

At SITA, our **people are the fuel that drives our growth engine**. Without a dynamic, engaged, and healthy workforce, SITA's ability to deliver high-quality service and to innovate is impeded.

Employee health, safety, and well-being are a platform for our culture and a key driver of employee engagement. It also indirectly links to our talent acquisition approach — with the realization that prospective employees explicitly favor working with companies that offer a healthy work-life balance and a holistic and supportive approach to employee well-being. This is becoming a differentiator in the race for talent.

The focus of our activities on this topic in this report is orientated around health and well-being rather than safety. Risks of work-related accidents, injuries, or ailments are typically low for SITA because of office and home-office settings. We have an underpinning global Health, Safety, and Security program along with internal and external audits to ensure we maintain and improve our strong safety performance.

BEING THERE WHEN IT MATTERS: OUR 'WELL AT WORK' STRATEGY

We **support employees during the moments that matter** to them. Reinforcing that commitment is our strategy.

Recognizing that our people's wellness extends beyond the daily operations of our organization, our global 'Well at Work' strategy seeks to holistically support our employees across all elements of their lives, both at work and at home.

We take a global and local approach to well-being focused on social, mental, physical, and financial aspects to foster a happy and healthy workforce. We complement our global well-being initiatives with local and national events and sessions to deliver the focused impact outlined in the following sections.

The wellness indicators in our annual employee survey are one of the tools we use to measure the effectiveness of our wellness program. While our wellness indicators continue to be above market (high-tech) norms and on par with other high-performing companies, we will strive to diversify our offerings in 2023 for a more personalized, integrated approach to employee well-being that is embedded throughout the organization.



EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

SUPPORTING MENTAL HEALTH

Good mental health is essential for the resilience of our employees and the agility and strength to adapt to new situations, which is underpinned by a supportive workplace culture.

SITA strives to create a workplace that supports mental health with a three-phase approach focused on **dialogue, prevention, and support**. Through education and training, we aim to break down the stigma when it comes to mental health.

Our 'How to Support Mental Health Concerns in the Workplace' global webinar is a compelling example of how we promote open dialogue to drive the conversation around mental health. We encourage well-being as an element of ongoing check-in conversations between employees and managers. This dialogue allows employees to flag any concerns and ask for support where needed.

In 2022, to further strengthen the support to our employees in moments of crisis and to **drive the dialogue around Mental Health** in the workplace, our 40+ Mental Health First Aiders across the organization received **accredited training by Mental Health First Aid (MHFA) England**.

FINANCIAL WELL-BEING AND CONFRONTING THE COST OF LIVING

With the rising cost of living in 2022, SITA focused on financial well-being to support our employees. Recognizing the varying regional scenarios, we ran local **events and education opportunities with practical takeaways and tools** to support employees.

While business success is important, we appreciate that the rising cost of living, volatility of financial markets and other economic, political, and social challenges impact our people's well-being around the world. So, to support our people and commend their contribution to organizational performance, SITA decided to implement a special one-off payment targeted to support entry-level through to mid-level employees primarily.

SOCIAL WELL-BEING

We want everyone at SITA to perform at their best every day. A big part of this is about driving belonging through building healthy relationships and interactions at work.

Our flexible, hybrid working guidelines allow our employees to be empowered to work in a way that works for them, balancing personal commitments while maintaining connections with customers and colleagues.

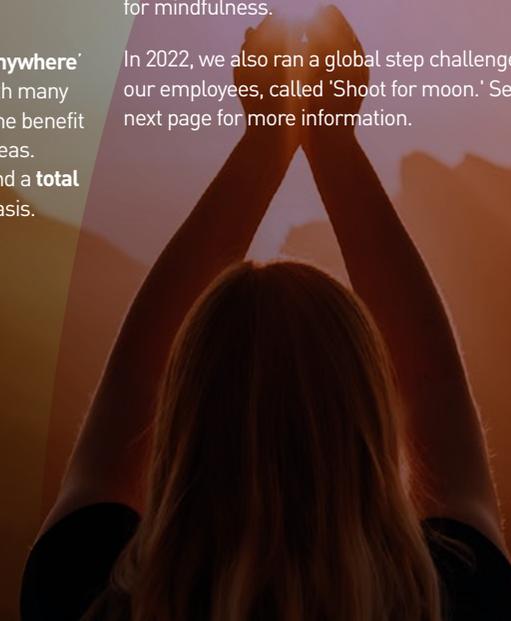
In 2022, we introduced a **'work from anywhere'** allocation of 30 days per employee, with many of our multinational workforce using the benefit to work while visiting loved ones overseas. **1,105 employees used that benefit, and a total of 15,048 days were booked** on that basis.

PHYSICAL WELL-BEING

Our second pillar, physical, focuses on the provision of guidance to **drive healthy practices** to nurture and optimize our employees' personal health.

We encourage and facilitate such activities as yoga, offering our colleagues time during their regular working day to find the balance and prioritize both mental and physical wellness as they stretch and take a moment for mindfulness.

In 2022, we also ran a global step challenge for our employees, called 'Shoot for moon.' See next page for more information.



EMPLOYEE HEALTH, SAFETY, AND WELL-BEING



Terri-Ann Robinson, a Scrum Master based at SITA's Letterkenny (Ireland) office is one of the 40+ mental health first aiders supporting SITA employees. She shares her story on why she became a mental health first aider:



In the stress of meeting deadlines and fulfilling responsibilities, it's easy to forget to take a moment to pause, reflect, and catch our breath. From my own experiences of dealing with people close to me who have mental health issues, I wanted to help. So, I signed up to be a mental health first aider.

In November 2022, we took part in mental health first aid training over four half days to arm us with the knowledge and skills we needed to provide guidance and support.

In the workplace environment, first aiders play an indispensable role in fostering connections among colleagues and providing a secure space for them to voice and mull over concerns.

There are times when personal matters spill into our professional lives, so having someone at work to confide in, who remains impartial, can significantly impact how we handle such situations.

I wanted to be able to help others to see a way through by simply being present and steering them towards appropriate resources, or even offering a listening ear. And to help to relieve the sense of isolation that sometimes arises when facing personal issues.

I'm so proud to be a part of the initiative.

TERRI-ANN ROBINSON, SCRUM MASTER, SITA

Our 'Shoot for the moon' global step challenge was inspired by our internal transformation program, RISE.

The premise of the challenge was for SITA employees to cover 384,400km collectively in one month. This challenge allowed all employees to join via an app or connect with their fitness devices, converting a range of activities, from cycling, dancing, and swimming to housework, into steps.

This inclusive challenge proved popular, with many employees enjoying the competitive element, while contributing to our collective goal. 22% of SITA's global workforce (932 participants) achieved our 384,400 km target covering 540 million steps in total.



'Shoot for the moon' kick-started my fitness routine. I have a regular routine now, and I now lead community badminton sessions too.

**SAKTHIANAND JEGANATHAN,
SERVICE IMPROVEMENT EXPERT, SITA**

EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

STRENGTHENING OUR WELLNESS PLATFORMS

Our people are unique individuals, and we want our well-being offerings and resources to be personally tailored to meet their individual needs. In recognition that there is no 'one size fits all' approach when it comes to well-being, SITA launched **Champion Health** in October 2022, allowing our people access to a fully personalized 'Netflix of Well-being' platform.

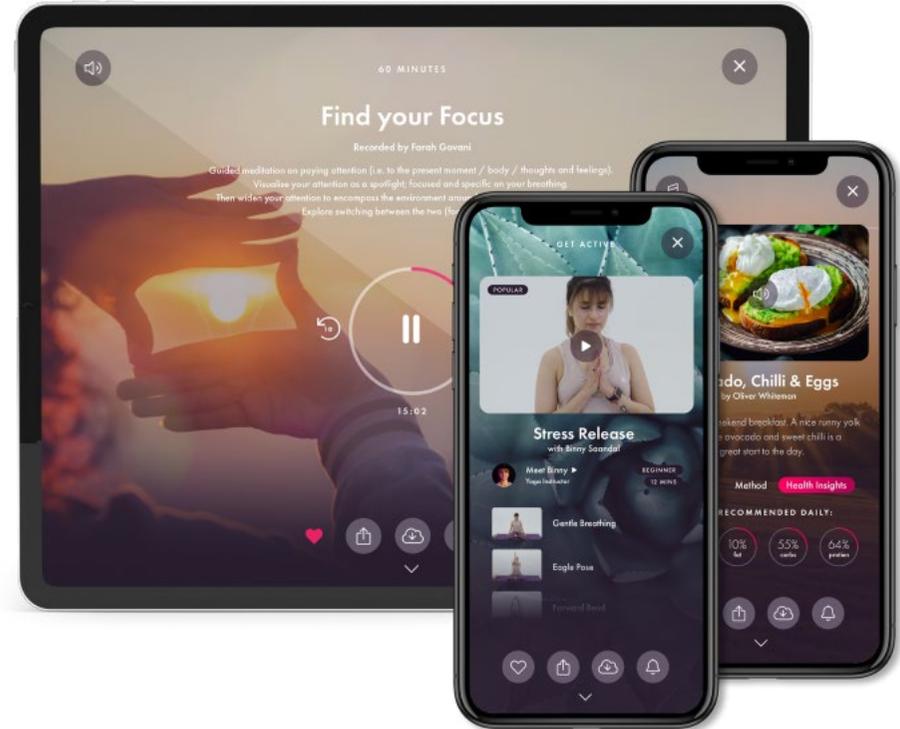
In support of our four pillars, SITA also gives employees and their families 24/7 access to 'in the moment' confidential advice, guidance, and crisis support. This helps our people navigate the moments that matter to them and is provided via a new partnership put in place in 2022 with Employee Assistance Program (EAP) provider Optum.



It's fantastic to welcome every SITA employee aboard Champion Health – our award-winning digital platform, described as the 'Netflix of Well-being'. Our platform is used by many other leading organizations to support employee health and well-being, with demonstrable results. 98% gain a greater understanding of their mental health following the use of the platform and 97% would recommend the platform to a friend.

Champion Health supports SITA employees across every well-being area, from Olympian-led workouts to strategies to improve sleep, nutritious recipes, meditation, and more. Users can also extend the impact by gifting platform access to up to three family members or friends.

HARRY BLISS, CEO AND CO-FOUNDER, CHAMPION HEALTH





EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

SUPPORTING OUR EMPLOYEES DURING THE RUSSIA/UKRAINE CONFLICT

The Ukraine/Russia conflict created a humanitarian situation on an unprecedented scale that has displaced millions of people from their homes and places of work. As well as fundraising efforts to help people impacted by the crisis, we endeavored to support our employees also impacted.

We created a **dedicated crisis management** team to monitor and coordinate our response to the situation, which involved regular welfare check-ins with our impacted colleagues. To help our Ukrainian employees deal with the situation, we triggered the Critical Incident Response Support (CIRS) as part of our Employee Assistance Program. CIRS offers moderated sessions with colleagues, professional counselling, and general crisis management support and resources.





EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

OUR 2022 WELL AT WORK PROGRAM

EAP & CHAMPION HEALTH

SITA launched Champion Health in October 2022, allowing our people access to a fully personalized wellness platform that enables employees 24/7 access via a smart-phone app to well-being resources.

A new partnership put in place in 2022 with Employee Assistance Program (EAP) provider Optum offers employees confidential support covering all areas of work and life, from sourcing childcare to caring for a loved one or working through stress.

MENTAL

We trained 40+ Mental Health First Aiders across the organization to support their peers in moments of crisis and direct them to appropriate support - [see Terri-Ann's story](#).

SOCIAL

As well as maintaining flexible and hybrid working, we introduced a 'work from anywhere' allocation of 30 days per employee in 2022.

1,105 employees used the 'work from anywhere' benefit, with a total of 15,048 days booked.

WELL-BEING AT LOCAL/NATIONAL LEVEL

Regional interactions allow our people and teams to support specific local needs.

Activities included:

- Raising awareness for breast cancer in Jordan
- A 'Vision Check Day' for employees in Dubai
- Employee health screenings in Johannesburg
- A sports day in Singapore
- Health checks, art, and craft mindfulness activities, walks, and fundraising for the mental health Step-by-Step charity in the UK.

PHYSICAL

Our 'Shoot for the moon' was our flagship global challenge for SITA employees in 2022. Employees could participate in the step challenge - whether walking, cycling, running, cooking, climbing, swimming, and more - to collectively cover 384,400 km in one month.

22% of SITA's global workforce covered 540 million steps in total.

FINANCIAL

Focused support on economic well-being, including financial webinars for employees through 2022.

And to recognize the collective efforts and support our people, SITA implemented a special one-off payment, to primarily support employees on entry and mid-level grades.

DIVERSITY, EQUITY, AND INCLUSION

TARGET 1

Increase in women’s representation in our workforce

PERFORMANCE

Ongoing effort

TARGET 2

Exceed overall Diversity, Equity, and Inclusion (DEI) score above the market (high-tech) norm and on par with high-performing companies’ benchmark

PERFORMANCE

Ahead of the high-tech norm of 82% and the high-performing companies’ norm of 84%

Diversity encapsulates all the ways in which people differ. It encompasses the varying characteristics that constitute our unique identities. Equity considers the diverse lived experience of individuals and seeks to remove barriers to equal contribution and advancement. True inclusion is the sense of belonging.

WHY IT IS MATERIAL TO SITA

Multicultural at heart since its creation, **our global organization thrives on the diversity of its people**. We collaborate every day across functions, locations, and cultures to step up for our customers. Our differences combined make us smarter, more agile, resilient, and innovative. Diversity, Equity, and Inclusion (DEI) are core elements that underpin a culture of psychological safety and high performance. Our collective behaviors drive SITA’s success, in how we deliver our products and services, problem-solve, and meet the needs of our customers today — and tomorrow.

KPIs	2022	2021	2020	2019
Increase in women’s representation in our workforce ²⁹	22.4%	22.1%	21.8%	21.3%
Overall DEI score in our employee survey	87%	88%	87%	84%
‘Diversity’ score in employee survey for: “SITA supports diversity in the workplace (recognizing and respecting the value of human differences)”	90%	91%	91%	88%
‘Belonging’ score in employee survey for “I can be myself at work without worrying about being accepted”	89%	90%	-	-

²⁹ Permanent employees and fixed-term contractors.

DIVERSITY AT THE HEART OF SITA

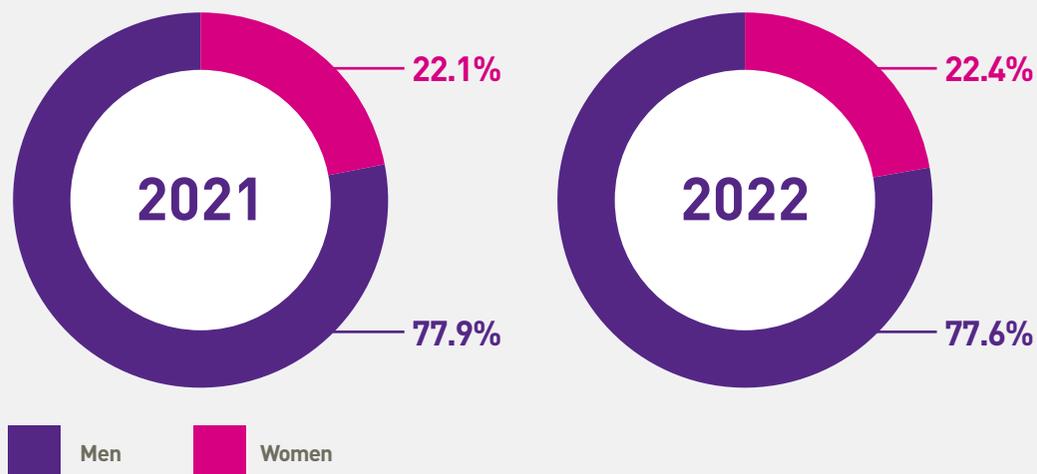
As an organization, we cover 95% of all international air travel destinations, and work with over 2,500 air transport and government customers in every corner of the globe. Our **workforce is geographically dispersed, spanning 122 countries**. We represent 130 nationalities and speak over 60 languages.

The SITA Board, who oversee the activities of SITA Group, are individuals who work for air transport organizations around the world, mirroring SITA’s global footprint and geographic diversity.

Our employees’ diversity of perspectives and ideas is a competitive advantage for SITA. It allows us to work hand-in-hand with global and local customers, delivering innovative solutions to support their needs. Every day our colleagues come together with different voices, experiences, and ways of thinking to perform at their best. Our position within the air transport industry is only possible with our people.

DIVERSITY, EQUITY, AND INCLUSION

GENDER REPRESENTATION AT SITA 2022 V 2021



Representation of different demographics in our workplace is an important indicator of our ability to attract and retain a talent pool that mirrors the diversity of today's workforce and that of the communities we serve.

Our under-represented groups include women. In 2022, we saw a marginal increase in our female workforce, representing approximately 22.4% of our employees.

Historically, women in technology and leadership roles tend to be under-represented in the industry. We have seen a slight increase in the representation of women in technology roles in SITA, from 16.5% in 2021 to 17.3% in 2022. At a leadership level, the proportion of women (21.3%) is almost comparable to the representation of women (22.4%) as a whole in the organization.

GENDER REPRESENTATION BY EMPLOYEE LEVELS AT SITA 2022 V 2021

	2022	2021
Associate - Women	11.6%	12.8%
Associate - Men	88.4%	87.2%
Professional - Women	29.3%	28.7%
Professional - Men	70.7%	71.3%
Management - Women	21.5%	21.3%
Management - Men	78.5%	78.7%
Leadership - Women	21.3%	21.2%
Leadership - Men	78.7%	78.8%

(Employee levels from entry-level to senior)

Women also took a slightly higher share (22.8%) of overall remuneration compared to 2021 (22.6%). We have also seen **an increase in the professional development and upward mobility of our female talent. In 2021, women made up 22.2% of promotions, while in 2022, they represented 42.8%.**



DIVERSITY, EQUITY, AND INCLUSION



LIVING OUR VALUES

We evolved our values in 2022 to fit the changing landscape. We retained two of our existing values, **'Step up for the customer'** and **'Do it together,'** with a greater emphasis on accelerating action. We complemented these values with two new values: **'Try fast, fail fast'** and **'Dare to grow'.**

Specifically, **'Try fast, fail fast'** is about recognizing what is realistically viable, or not, and having the agility to learn quickly and adapt our approaches to problem-solving. Our other new value, **'Dare to grow'** means adopting a growth mindset, demonstrating self-confidence and trust in our abilities and potential. We strive to be a dynamic company, taking decisive action when appropriate opportunities are presented. These two new values define our collective actions, reinforce a mindset of shared purpose when developing new products and services, and foster a culture of innovation to support SITA's endeavors in shaping a better future for the air transport industry.

Our people are encouraged to challenge the status quo, try new things, and learn from experience within a safe and respectful environment. Furthermore, with an emphasis on trust, employees are empowered to act with an entrepreneurial spirit, to take action, and make a real impact. This winning combination contributes to a sense of psychological safety that helps our people feel engaged, happy and make a difference in their role at SITA.

OUR COMMITMENT

Our ambition is to increase representation of under-represented groups, drive equity for employees no matter their identity, and enable and drive a culture of inclusion and belonging — and to achieve all of these aspirations across SITA's global footprint.

We are delighted to have maintained our strong employee experience ratings for diversity, inclusiveness, and belonging (87% in 2022). These ratings, from our annual employee survey, are above the market norm for technology companies (82%), and the best performing organizations worldwide (84%).

Our three pillar DEI strategy, supported by targets and KPIs, help us deliver on our commitment and deliver impact: **Greater Awareness, Organizational Practice, and Inclusive Culture.**

DIVERSITY, EQUITY, AND INCLUSION

GREATER AWARENESS

Throughout 2022 we placed a stronger focus on the awareness pillar. Greater awareness and understanding of our biases are essential to strengthen both individual and organizational understanding of DEI and enable change to occur. To facilitate this, we introduced a **DEI learning series**, 'Inclusive SITA,' in collaboration with the NeuroLeadership Institute. We provided a three-part webinar series for all staff, focused on building behaviors such as inclusivity, bias mitigation, engagement, and ally-ship. Surveyed participants gave a net promoter score of 73 for the learning series.

We also raised awareness of DEI themes by bringing **greater visibility to our Employee Resource Groups (ERG) – typically**

under-represented groups in SITA. These communities focus on helping our employees feel seen, connected, and empowered to participate fully. Our people lead and participate in each community and are key drivers in supporting the DEI agenda at SITA.

We also launched **new ERGs globally and regionally during the year.** For example, WITS (Women in Tech) launched globally. A new UK Diversity Advisory Committee was set up to support equity for all UK employees.

We offered an exclusive learning session with Professor Jason Delis from Concordia University for various ERG leaders. The session focused on cultural diversity and employee motivations – intended to equip our ERG community leaders to provide the necessary support to colleagues worldwide.



DIVERSITY, EQUITY, AND INCLUSION

ORGANIZATIONAL PRACTICE

We continue to embed and normalize practices of equity and inclusivity in our organization. We are committed to giving equal opportunities to all, whether employment, training, pay, or promotion.

Our goal for pay equity is to comply with local regulations and practices determined at a country level. As well as meeting our legal obligations, such as reporting on compensation, **we scrutinize our employment practices and data to ensure we operate fairly.** This includes hiring and pay reviews.

For instance, guidance from our People team, pay reviews and approvals by a senior manager and leadership, plus analyzing our data across different workforce segments – such as location, department, level, gender, and generation support pay equity at SITA.

We also share data with market compensation survey providers to enable comparisons to be made with other high-tech companies. This enables us to establish market-based salary ranges and provide our employees with a competitive remuneration and benefits package.

We benefit at SITA from having a global workforce. Our individual identities constitute diversity, including gender, ethnicity, race, culture, and religion.

INCLUSIVE CULTURE

We believe that our employees thrive when they operate in an inclusive environment strengthened through day-to-day actions as well as leader role modeling and sponsorship.

Greater awareness and organizational practices are helping to foster an inclusive environment where employees feel that they belong, can be themselves, and feel valued.

Our employee-led groups (ERGs) focus on building a sense of community and celebrating differences in under-represented groups. Within SITA, we marked International Women's Day to support gender equality with a 'Break the Bias' campaign, led by sponsored panel discussions hosted by women.

To advance inclusivity in the workplace and support future talent, we help graduates on our Accelerate program transition from full-time education to the working world. We seek to support our employees at every 'moment that matters'. We continue to support our Global Graduate Community to foster a sense of belonging that many of them lacked due to joining mid-pandemic.



DIVERSITY, EQUITY, AND INCLUSION



Zinnia Mitra is a Senior Manager for Service Improvement in SITA's office in India. Her role is oriented around Learning & Development for customer success management. She is also SITA's chairman for POSH (Prevention of Sexual Harassment), a mandated policy for companies in India that employ ten or more staff.



I became a DEI ambassador covering SITA's India subcontinent operations to fulfil the need people have to feel included, to be comfortable, and to be open to suggesting innovative ideas that can generate revenue for SITA. You need different ideas to be innovative, which is why we have a strong focus on DEI.

Diversity is not just about gender. Differences in communication styles influence perception, mindset, and ways of working such as problem-solving – something that SITA benefits from when being agile to customer needs and the fast-changing market demands. So, it's up to each of us to support this through daily practice and interactions when collaborating with our peers. At SITA, we are placing greater significance on the different practices to ensure a sense of belonging, no matter our differences.

In 2022, I hosted SITA's DEI awareness sessions and webinars for our India-based colleagues to bring broader awareness and understanding of what diversity, equity, and inclusion mean for our people. To date, 100+ colleagues in the APAC region have attended DEI awareness sessions where we cover different forms of diversity, addressing biases, and practicing inclusion in the workplace.

I've stepped up to be a DEI ambassador to champion women's access here in India to new opportunities at SITA, and the wider industry.

It's really important for SITA to be engaged in what is happening in the region. Active inclusion is important for our corporate reputation, and it enables us to shape our products and services that are aligned to the needs of our diverse customer base.

ZINNIA MITRA, DEI AMBASSADOR, SITA



DIVERSITY, EQUITY, AND INCLUSION



Nouf Aljalaud is SITA's Customer Success Manager based in Riyadh. She is also the winner of the 'Woman of the Year' in the Inspirational category of the KSA Excellence Awards, an initiative that celebrates the journey of inspiring and innovative women in the Kingdom of Saudi Arabia.



I have been fighting gender stereotypes and advocating for equity in the workplace since graduating with a bachelor's degree in computer engineering in 2012 — an atypical career path at that time in Saudi Arabia. My role at SITA is to support customers with their daily routines, helping them understand where SITA can support them. Part of my duties is to guarantee that SITA's values are present in the services we deliver and that our customers are satisfied with what is provided.

I bring my life experiences as a woman to tackle problems head-on, to be resourceful, and to multi-task across priorities.

The perception of women in aviation is often stereotyped into specific roles, but the truth is we are everywhere in the industry, from pilots to engineers, finance, and many other services. But I believe that breaking the bias in the sector means having everybody — not only women — working together to overcome gender stereotypes. In my experience with the company, what sets SITA apart is that it's a company guided by values reflected in how employees are treated. Apart from being people-centric, where employees and customers are at the center of all its activities, our global standards allow us to guarantee equity for all women in all geographies.

I would say to any woman in Saudi Arabia contemplating a career in aviation that women in aviation are brave, and this is the way it should be. Remember that women have been part of the aviation industry from its inception. And significant progress is being made — even the terminology in the sector is changing: People used to refer to 'Notice to Airmen' — we've replaced that with 'Notice to Air Mission'.

NOUF ALJALAUD, CUSTOMER SUCCESS MANAGER, SITA

TALENT MANAGEMENT

KPIs	2022	2021	2020	2019
Employee engagement score	87%	88%	89%	86%
Number of new hires (Permanent and fixed term contractors)	577	408	244	689
Number of graduates and undergraduates appointed into permanent roles	30	25	7	30
Number of graduate and undergraduate placements	120	76	55	79
Number of promotions	549	338	137	516

Talent management is the strategic process of attracting, hiring, retaining, and training talented professionals. It involves getting the right people in the right roles and providing them with the skills and capabilities to excel. With ongoing learning and development opportunities and creating a culture of continuous feedback, our focus is to ensure our talent is at the center of everything we do.

WHY IS IT MATERIAL FOR SITA?

SITA relies on **diverse, talented, and skilled people** to provide our renowned expertise, excellent quality of services, and innovative services to the aviation industry.

Talent availability in key functional areas, including Technology, Sales, Product, Project, and Service Management, directly impacts business performance and can influence the development of innovative solutions in the short, mid, and long term.

Talent management links to our [Health and Well-being strategy](#) where we continued to evolve our offerings in 2022, such as providing more digitalized offerings suited to individual lifestyles, allowing our employees to be their best in both their work and personal life.

There is a growing preference for people to work in purpose-driven companies, and it will be a key driver for attracting and retaining talent.

Investing in our people, therefore, is critical for the business, particularly as SITA continues to grow and transform, driven by our internal transformation program, RISE ([see CEO Statement](#)).





TALENT MANAGEMENT

OUR COMMITMENT

Our priority in 2022 was **supporting, attracting, and retaining diverse, skilled talent**, and addressing critical skills needs to drive a high-performance culture.

Our talent management strategy centers around:

- Building a talent pipeline equipped with top critical behaviors and skills to grow the business and people in the key areas.
- Developing internal talent through top learning and development offerings in line with business growth plans and strategy.
- Retaining talent for sustainable success.

TALENT MAGNETISM

In 2022, we maintained a low voluntary turnover rate of 9.01% in 2022 compared to industry norms versus 9% in 2021. We **maintain our high (87%) employee engagement rating** in our 2023 employee survey reflecting 2022 experience; this rating is above the market norm for technology companies (85%) and slightly behind high-performing organizations worldwide (90%). For 2023 and beyond, we aim to be on par with high-performing companies.

We saw a 57.9% increase (from 2021) in graduate and undergraduate placements in SITA in key functions as part of our strategy to build a new talent pipeline. In addition, 30 students became regular SITA employees contributing to the **577 new employees we attracted in 2022**, representing a rise from 408 in 2021. While our 500+ promotions in 2022 reflect our drive to develop internal talent.

In 2023, we will refresh our talent management strategy to focus on critical skills and invest further in our graduate talent program.

LEARNING AND DEVELOPMENT FOR ALL

Supported by world-class platforms for learning and development, Coursera and Skillsoft, **our people completed 67,832 courses** during the year. This represents an average of 13.3 courses per person, a total of 129,165 training hours, and an average per person of 25.3 learning hours.

To ensure we are operating in a legally compliant manner across the globe, we adopted a quarterly approach for compliance and mandatory training in 2022 for a better learning experience for our people.

LEADERSHIP DEVELOPMENT

Our development program for team managers, 'Unleash,' was rolled out to 75% of team managers by the end of 2022, from 50% in 2021. **95% of Unleash participants said the program met expectations** and equipped them with the skills to become more effective team managers. The success and positive feedback of the program will result in the remaining 25% of team managers being trained in 2023.

We also introduced 'Impact', a new program designed to help team managers at SITA to coach and develop their teams.

As part of our ongoing work with the International Institute for Management Development (IMD), we will launch a newly designed leadership coaching program in 2023.

TALENT MANAGEMENT

Anne Conlon is a Senior Development Manager at SITA based in Sydney. In 2022, she joined the Women in Leadership Development program that supports the development of future female leaders to grow Australia's STEM (Science, Technology, Engineering and Maths) economy. The program aims to empower and equip the STEM sector to overcome gender disparity in leadership by 2040. Anne shares her story of discovering a career in STEM.



I was strong at math in high school and certainly enjoyed the subjects that group together STEM — science, technology, engineering, and math. Software development felt like a logical path for me.

When I look back at my early days of studies, in one of my first courses, my class had 13 females and seven males. The gender balance goes against everything I've seen since then! When I moved into my degree studies, that balance was more what we've come to expect of technical subjects—95% male.

Despite that balance, I never witnessed any entry barriers for technical women who aspire to be software engineers. Since 19, I have worked in the software industry. Software development is a creative discipline, incorrectly categorized as a boring job — ones and zeros. Understanding that a STEM career is a creative and gratifying path is important. You get to be creative as an individual and then participate as part of a team. Both of those are extremely rewarding.

I moved into a managerial role because I realized that I could make more of a difference as a leader, bringing a wealth of experience gained from delivering successful solutions in border management, banking, publishing, and telecommunications.

At SITA, I manage the border management software engineering teams in Sydney and offshore, delivering to government clients across APAC and the Middle East. I love to build communities. I take individual contributors, encourage their strengths, and coach them to improve their skills.

My team works on diverse projects such as SITA's Advanced Passenger Processing technology. I also built the new mobile development team, which is already collecting industry accolades. The Australian Electronic Travel Authority app, for instance, won a Gold Award at the DrivenXDesign Sydney Design Awards 2021. I've helped develop a graduate program here in Sydney that opens the possibilities that I have had to the next generation of software developers and female leaders.

ANNE CONLON, SENIOR DEVELOPMENT MANAGER, SITA





TALENT MANAGEMENT



DEVELOPMENT OF KEY PROFESSIONS AND SKILLS

As part of our strategy to grow talent in our key professions, at the end of 2022, we announced our **partnership with TechTalent Software** to open a Research and Development center in Cluj-Napoca, Romania. The region is well on its way to being a digital hub with a greater gender balance of female and male technology professionals supporting SITA's ambition to improve female representation.

We also tried a more creative recruitment approach in 2022, holding a **'Tech Open Night'** in SITA Letterkenny to fill new technology roles. Over 100 tech enthusiasts attended the night with our software teams showcasing our solutions and boosting local awareness of SITA.

We continued to concentrate on developing and upskilling internal talent in key areas too. Many have gained accreditations and are undergoing key training initiatives. For example, to develop internal technology talent, 100 of SITA's software engineers received Microsoft Azure certification, an important technology qualification.

Our 65 international relocations in 2022 were designed to help key internal talent get a greater breadth of experience.

As well as developing internal talent, we reinvested in our contingent workforce for short-term skill acquisition – up 273 from 189 in 2021 – to add to our expertise when needed in technical development, technical support and testing, and operational support for back-office activities.

NEW GRADUATE TALENT

To support our key professions, including technology, product, and sales, **SITA is investing in building a pipeline of talent** to fulfil critical roles in the future. We aim to grow and develop talent from the graduate community to bring innovative ideas and new ways of working to the organization.

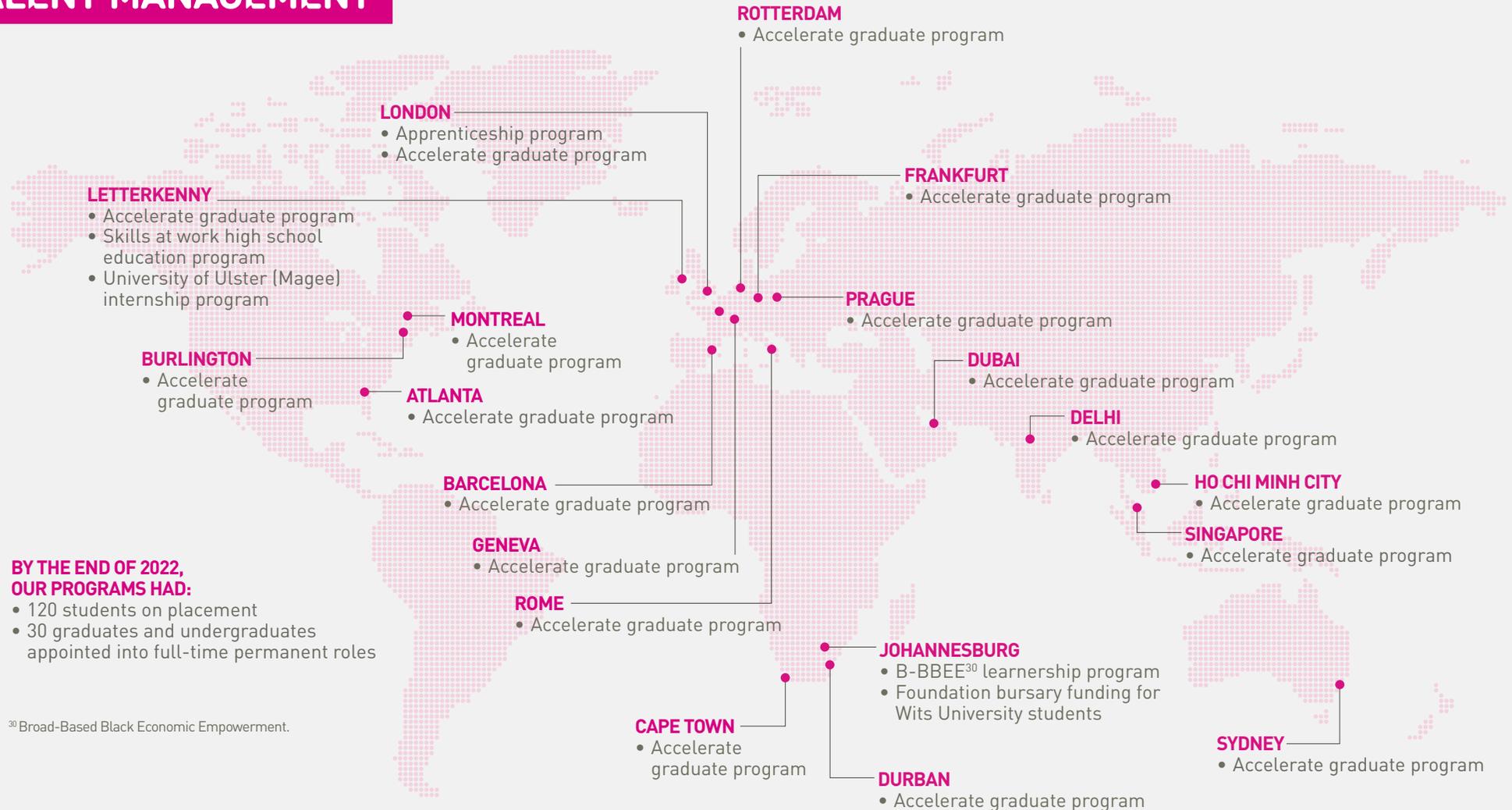
We do this by supporting graduates through our 'Accelerate' graduate program as well as undergraduates in paid internships and funding other educational programs to put academic study into practice in the world of work.

Our **120 placements in 2022, growing substantially compared to 2021**, were spread across the globe, reflecting the SITA geography and key professions. Several graduates were placed in our technology teams in London, Rotterdam, and Letterkenny, and our border product teams in London, for instance.

We continue to **collaborate with universities to attract a new talent** pipeline. For instance, we partnered with the Aviation Academy University of Amsterdam on an innovation project involving the university's data science students and SITA's technology teams.

[See Cheska's story.](#)

TALENT MANAGEMENT



BY THE END OF 2022, OUR PROGRAMS HAD:

- 120 students on placement
- 30 graduates and undergraduates appointed into full-time permanent roles

³⁰ Broad-Based Black Economic Empowerment.

TALENT MANAGEMENT



Cheska Binas was part of SITA's 2-year Accelerate Graduate Program based in London with SITA's border management team. In 2023, she became a full-time SITA employee, working as Product Specialist in Borders. Cheska shares her graduate experience at SITA.



I heard about SITA when I did my Masters in Air Transport Management at the University of Surrey. After some initial research, I decided to apply for SITA's graduate program. One of the things that really resonated with me about SITA was its emphasis on diversity, inclusion, and development.

Being originally from the Philippines, I wanted to do a placement in a company that embraced diversity, where I could share my perspective and it would be welcomed. So, getting onto SITA's graduate program was fantastic.

I started my placement in July 2021 at one of SITA's UK offices. From Day 1, I was given a buddy who closely supported me until I was confident enough to lead my own meetings. I also had regular 1-2-1 meetings with my manager to ensure that I am on the right track. I am encouraged to take my own initiative and assured that making mistakes is okay.

I have had so many highlights during my program. I am one of the founders of the Global Graduates Community at SITA. It is still thriving to this day, with over 100 members globally who meet monthly and engage in fun programs and activities to navigate the working world of SITA.

Comparing myself now to when I first started, my confidence has grown immensely. SITA has this environment that allows you to continuously learn, lead, and try new things. I've gained certificates such as Machine Learning Foundations for Product Managers to improve my knowledge. There are endless opportunities for growth, there are new things that unfold at SITA every day, and I try to catch them all!

I'm delighted to have been offered and accepted a full-time permanent role with SITA (in 2023). I feel a sense of purpose. I feel really lucky to be working in a company with a great working culture, full of supportive people, and work-life balance is a priority. It is an environment that I thrive in, and I will continue to work on myself to be better at my job and learn as much as I can.

CHESKA BINAS, GRADUATE, SITA



COMMUNITY ENGAGEMENT

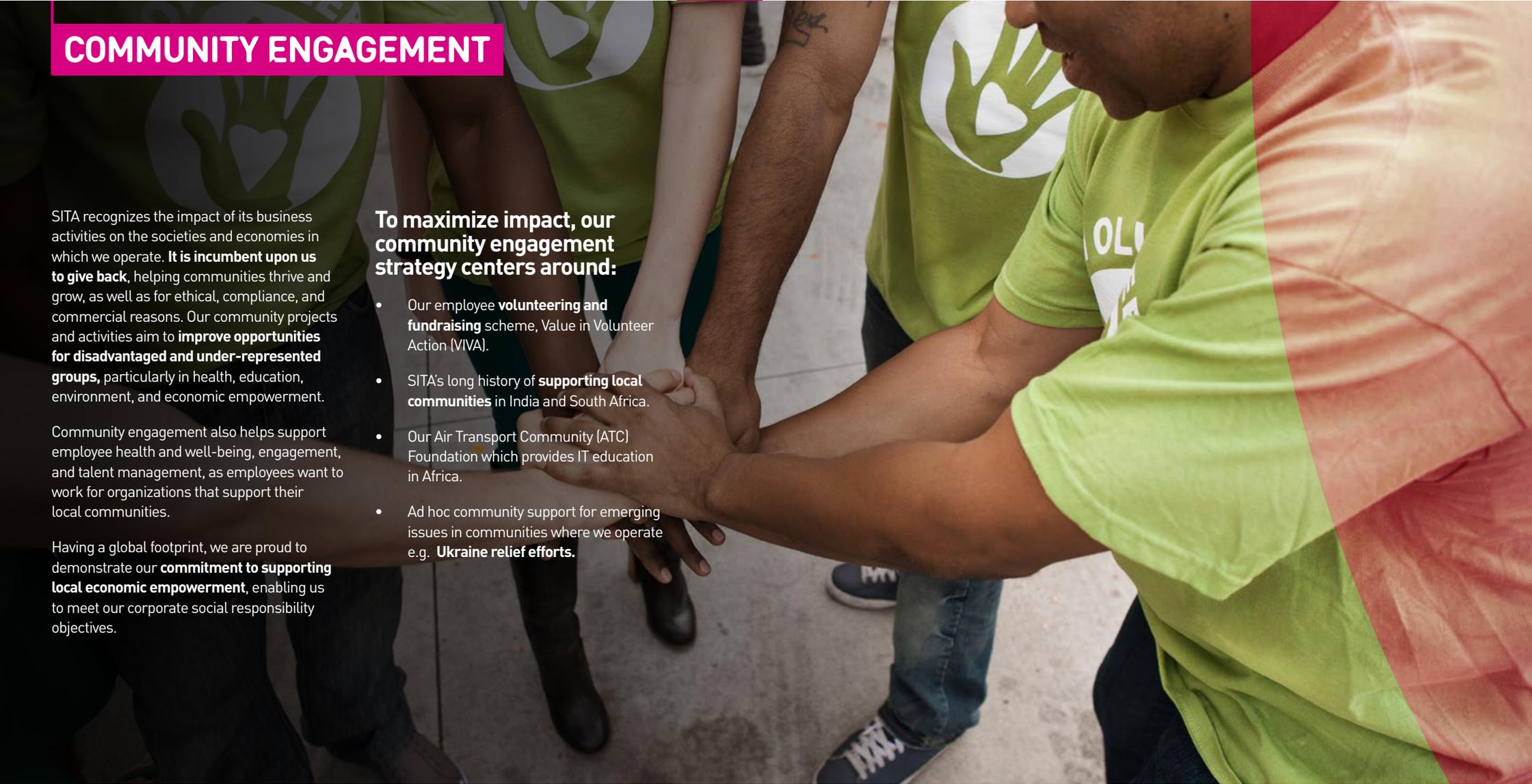
SITA recognizes the impact of its business activities on the societies and economies in which we operate. **It is incumbent upon us to give back**, helping communities thrive and grow, as well as for ethical, compliance, and commercial reasons. Our community projects and activities aim to **improve opportunities for disadvantaged and under-represented groups**, particularly in health, education, environment, and economic empowerment.

Community engagement also helps support employee health and well-being, engagement, and talent management, as employees want to work for organizations that support their local communities.

Having a global footprint, we are proud to demonstrate our **commitment to supporting local economic empowerment**, enabling us to meet our corporate social responsibility objectives.

To maximize impact, our community engagement strategy centers around:

- Our employee **volunteering and fundraising** scheme, Value in Volunteer Action (VIVA).
- SITA's long history of **supporting local communities** in India and South Africa.
- Our Air Transport Community (ATC) Foundation which provides IT education in Africa.
- Ad hoc community support for emerging issues in communities where we operate e.g. **Ukraine relief efforts**.



COMMUNITY ENGAGEMENT

VALUE IN VOLUNTEER ACTION (VIVA)



59

INITIATIVES SUPPORTED
BY OUR COLLEAGUES
IN 2022



3.52%

OF STAFF PARTICIPATING
IN VIVA AS A % OF TOTAL
WORKFORCE³¹

Hours devoted by employees to community causes

Year

1,170	2022
830	2021
435	2020
2,195	2019

³¹Permanent employees, fixed-term contractors, and students.

VIVA entitles SITA employees to a full day's paid leave to devote to voluntary and charitable activities each year. To date, employees have **devoted 5,000 volunteer hours** to community causes across the globe since the scheme's inception in 2018.

In 2022, **1,170 hours were devoted to community causes through VIVA**. But our ambition is to do even more; we are currently revamping the program to increase greater engagement from our employees to support our communities. We have set a target to achieve a 20% staff volunteer rate by 2026.

Through **VIVA**, our people volunteered their time on several initiatives during 2022, including:

At Willing Hearts in Singapore in soup kitchens and with distribution around the island.

The UK's Step by Step Walk fundraising initiative, empowering more people to understand and manage their mental health.

The Books for Africa Association, helping collect, sort, and ship books, computers, tablets, and library enhancement materials.



COMMUNITY ENGAGEMENT

OUR CSR COMMITMENTS IN INDIA AND SOUTH AFRICA

With operations in India and South Africa, we invest in several corporate social responsibility (CSR) activities in these countries.

9 CHARITABLE ORGANIZATIONS FUNDED IN 2022

- In India, intrinsic to the corporate social responsibility requirements under the India Companies Act, SITA funds a range of local and national charities and non-governmental organizations in India. These include activities aligned with the United Nations Sustainable Development Goals (UN SDGs) in areas of education, skills, and healthcare to underprivileged children and women, food provision, and welfare support.
- In the financial year 2021-2022, SITA funded nine entities: eight NGOs and the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund for COVID-19.

Entity name	The initiatives and what our funds supported
Akshaya Patra	Eliminating classroom hunger by implementing midday meals for disadvantaged school children. We sponsored midday meals for 1,333 children studying at government schools in Bhubaneswar and Vrindavan, India.
BLUE Cross	Animal welfare support, including rescue, birth control, clinics and shelters.
BNHS (Bombay Natural History Society)	Conservation of nature, primarily biological diversity, through action based on research, education, and public awareness. Our funds were used to plant over 550 trees.
DESIRE	Care for children with HIV/AIDS. We sponsored supplementary nutrition kits for 46 children at a Mumbai care home.
Khushboo Welfare Society	Welfare support for children, adolescents, and adults with special needs.
Khushii	Empowering women and children from poor and marginalized communities in rural and urban India. We sponsored educational support for 379 students studying at the Government Model Senior Secondary School, Gurgaon, India.
PM Care Fund (Prime Minister Care Fund)	Relief funding or assistance for emergency situations, like that posed by the COVID-19 pandemic.
SoS Children's Villages of India	Rehabilitation of orphaned children. We sponsored the education of 85 students studying at five SOS centers.
The Earth Saviours Foundations	Welfare support for senior citizens. Our funds specifically were used to purchase raw food to feed 1,000 abandoned senior and disabled citizens.

COMMUNITY ENGAGEMENT

CSR SOUTH AFRICA

Supporting education and employment for younger generations:

10 LEARNERSHIP POSITIONS AWARDED (137 TO DATE)

6 UNDERGRADUATE BURSARIES AWARDED (28 TO DATE)

20 WORK EXPERIENCE OPPORTUNITIES (83 TO DATE)

Supporting local enterprise :

12 SMMEs IN 2022 (31 TO DATE) ³²

80% OF SITA SERVICES IN SOUTH AFRICA ARE LOCALLY SOURCED

As a company operating in South Africa, we continue to play our role in supporting Broad-Based Black Economic Empowerment (B-BBEE),³³ which addresses the imbalances of the past by reducing inequalities for black people and building an inclusive economic environment.

SITA continued to support the country's transformation in 2022, focusing on issues of employment equity, local procurement, enterprise development, skills development, and socio-economic development, predominantly around Information and Communication Technologies (ICT).

Leaverships	Tackling unemployment for 18-35 year olds	Bursaries	Computer labs and computer skills training	Supporting the local supply chain
<p>We fund one-year learnership contracts for students to complete technical IT and business-related accredited programs each year. Providing formal qualifications and experiential learning at SITA, the learnership programs are designed to open up career opportunities for students.</p> <p>In 2022, we welcomed 10 new students to the program, 137 since the program started.</p>	<p>The Youth Employment Service (YES) initiative is a business-led collaboration with the South African government to create work opportunities for unemployed South Africans between the ages of 18 and 35, while tackling the country's unemployment challenge.</p> <p>We provided 20 work experience placements in 2022.</p>	<p>With the aim of investing in the education of young people from disadvantaged backgrounds to date, we have awarded 22 university bursaries to students studying STEM-related degree programs.</p> <p>In 2022, six new bursaries were awarded to universities in South Africa.</p>	<p>Over the years, SITA has built 10 computer labs in disadvantaged schools, providing IT infrastructure, equipment & connectivity to 9,000+ students.</p> <p>In 2022, we partnered with Computer Aid on a sustainable solar community lab sponsored by SITA's South Africa branch and Dell Technologies. The lab will become an International Computer Driving License accredited center.</p>	<p>We procure 80% of services and products within South Africa. We focus on supporting emerging small, medium, and micro enterprises as they are key to local economic growth.</p> <p>In 2022, we sponsored 12 new enterprises, which involve a one-year business development incubator program with training and start-up support.</p>

³² Small, medium and micro-enterprises.

³³ Our SITA South Africa branch was rated as a B-BBEE Level 4 Compliant Contributor, which is considered to be fully compliant.



COMMUNITY ENGAGEMENT

SITA'S AIR TRANSPORT COMMUNITY (ATC) FOUNDATION

This past year, SITA's **Air Transport Community (ATC) Foundation** — which supports investment into sustainable programs focused on IT education for students and teachers — reaffirmed its pledge to these ongoing programs. Our commitment addresses the IT and technology skill gaps in Africa, supporting equal access to education.

Following our 2022 materiality assessment, we are looking at revamping the activities of SITA's ATC Foundation to determine where we can make the most impact.

FUNDRAISING EFFORTS IN UKRAINE

The Ukraine/Russia conflict has created a humanitarian crisis on an unprecedented scale, resulting in the displacement of millions of people from their homes and places of work. As well as our support for impacted employees ([see our Employee Health, Safety & Well-being pages](#)), **SITA employees have been fundraising for the relief efforts in Ukraine** (matched by SITA).

Donations were made **to the British Red Cross charity helping Ukraine** relief efforts. Red Cross teams in Ukraine have helped more than 750,000 people since the war began. They distributed 400 tons of vital aid, including food, blankets, hygiene parcels, and warm clothes. Forty-two thousand people received first aid training, so they have the skills to treat their loved ones if needed.

Red Cross teams in bordering countries also offer medical care and provide food, aid, and shelter to people arriving from Ukraine. As well as psychosocial support, they offer help to people reconnect with their loved ones if they've been separated.



PRIVACY

TARGET

Privacy and data protection compliance

PERFORMANCE

Ongoing effort

Privacy involves the collection, protection, and use of personal information³⁴ – provided by employees and customers through their everyday interactions with SITA – and how that data is used across the products and services we provide to them and the relationships we build and maintain with them.

³⁴ Personal data is information that identifies an individual either on its own or in conjunction with other data.

WHY PRIVACY IS MATERIAL TO SITA

Respecting individuals' privacy is critical to the provision of SITA's products and services. Processing employee and customer personal data are inherent to our business, and it is incumbent on SITA to ensure our **privacy risks are managed appropriately**.

As a global IT entity handling personal data on behalf of numerous government and international agencies, airlines, and airports, **we look to manage our privacy risks proactively**, going beyond mandated privacy regulations. This is because privacy non-compliance poses significant legal, brand, and reputational risks, and jeopardizes the trust of SITA's employees and customers.

This is a global challenge, as privacy laws associated with individuals (employees and customers) are now established around the world and vary across different territories. **SITA therefore has processes in place to manage the risks** associated with the personal data provided to us, depending on how it is collected and for what purpose it is being used.

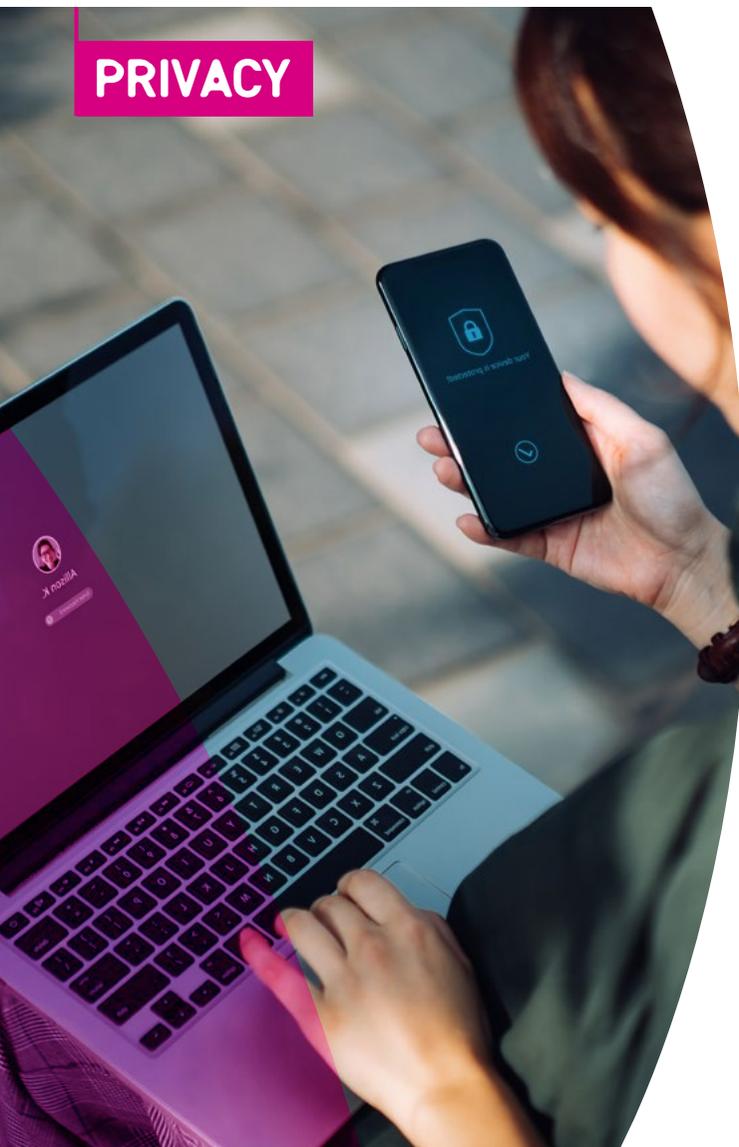
One of the key trends identified in SITA's latest [Megatrends report](#) is that **Gen Z and millennial travelers are driving a digital transformation** of the transport industry, demanding a more integrated digital journey, and accelerating the digital way of life. Therefore, privacy, digital identity rights, and controls will be a priority for passengers as we open the pathway to a future where we can travel from everywhere to anywhere without needing physical documents or being stopped for identification.

To entitle SITA to be the custodians of personal data necessitates having impregnable systems, a culture of data accountability and trustworthiness, reliable levels of technical support, and executive oversight. **Our privacy programs ensure that we treat personal data with respect** both as a data controller and processor.





PRIVACY



HOW SITA MANAGES PRIVACY

SITA has a dedicated **Global Privacy Office**, which is staffed with qualified privacy professionals. Led by our **Chief Privacy Officer**, the team interacts with our business to ensure that **privacy by design and default** are built into our products and services for both our customers and employees as well as acting as the point of contact for regulators and all other privacy related questions.

EMPLOYEE ENGAGEMENT IN PRIVACY MATTERS

To ensure employees understand how privacy impacts their role within the company and to act in compliance with the latest privacy regulations, SITA engages staff with a host of regular privacy awareness-related activities.

Our employees undertake **mandatory privacy and security awareness training** on an annual basis with individual training status, and testing completion is tracked through our learning management system, reinforced by consequence management for non-completion.

We supplement this with ongoing awareness initiatives such as **International Data Protection Day** and bespoke role training to ensure our employees understand how privacy impacts their role within SITA.

ENSURING NEW PRODUCTS ALIGN WITH PRIVACY CRITERIA

As a company constantly striving to introduce new and innovative solutions to meet our stakeholders' evolving needs, we diligently ensure that all new products and services we bring to market are subject to a **Data Protection Impact Assessment (DPIA)**. In addition to mandated privacy requirements, we review application security and IT architecture across multiple scenarios to ensure data protection and associated business resilience.

PROCUREMENT RISK AND OVERSIGHT

Any risks that are identified as part of the DPIA must be mitigated before SITA's products and services are allowed to progress toward deployment stages.

As part of our procurement risk review process, we will consider the nature of products and services being provided and the associated privacy, security, and geo-political risks as they apply.

Oversight is provided by our professionally qualified **Privacy and Security teams**, who work to support the procurement review process, monitor in-life for ongoing compliance, and follow case law developments. These are fed into our business and vendor operational policies and processes, as appropriate.

COMPLIANCE AND REGULATION MONITORING

SITA, as a data controller and processor, recognizes the importance of meeting our privacy obligations and privacy compliance across our business to build and maintain the trust of our customers, employees, and society as a whole.

We welcome constructive customer dialogue on this matter and actively monitor the guidance and recommendations from the European Data Protection Supervisor (EDPS) and other national supervisory authorities, to ensure compliance as applicable. SITA pledges, both as a data controller and processor, to meet its privacy obligations to individuals.

Further information on SITA's approach to privacy can be accessed in our [Privacy Statements](#).

CYBER SECURITY

TARGET

Maintain ISO 27001 certifications in our SITA Command Centers

PERFORMANCE

Achieved

Cyber security ensures sensitive, confidential, and/or proprietary **customer data is securely stored, managed, and shared**, maintaining confidentiality, integrity, and availability. This means that technologies used to provide products or services to customers must have the required security controls. Cyber security addresses company strategies, policies, and management practices related to IT infrastructure, record keeping, and other mechanisms used to protect customer technology, intellectual property (IP), and data security.

Today's **travelers are more nomadic** and connected than ever before, whether on the run to the office, working at hybrid-office locations, or on leave. Logging on to office networks while in transit has become the norm – a pre-Covid trend supercharged by the pandemic as the boundaries between work and leisure dissolve. No longer confined to siloed (more defensible) office spaces, everyone's personal, corporate, and customer data (and, by extension, portals to corporate intranets and systems) are **potentially susceptible to software vulnerabilities** and phishing attacks from threat actors.

WHY IT IS MATERIAL TO SITA

Operating on a global scale with border security and government agencies, airports, and airlines, **SITA is acutely aware of the need for constant vigilance** and modern security technology defenses to provide our stakeholders with confidence without fear of cyber intrusion.

SITA's security mandate is not simply to protect data, it is to protect its IP, technology, and data, and the data and services/ solutions provided to its customers, while ensuring its cyber security strategy aims at improving cyber maturity and reducing security risks.

OUR SECURITY CONTROLS AND PRACTICES

Our security controls aim to ensure that information along with the information systems that process, store, or transmit data – adequately protect against malicious threats, unauthorized access, use, disclosure, disruption, modification, or destruction of data or the underlying technology.

SITA's operations rely on the efficient and secure management of technology and data. The risk of a data leak can have a significant negative impact both for its customers (data rights), for its operations (financial risks), and reputation.

For these reasons, SITA's security standards are designed to **align with industry standards**, including [ISO 27001](#), [NIST](#), [PCI](#), and [SOC](#) which define requirements for establishing,

implementing, maintaining, and **improving our Information Security Management System**. Security policies are linked to supporting security technology requirements based on applicable regulatory frameworks.

OUR ENTERPRISE SECURITY IMPROVEMENT PROGRAM

Our security transformation journey continues to strengthen our security program through a redefined improvement program and delivery model launched in 2021. The program is designed to prioritize actions to drive annual improvements in measured cyber security maturity and to reduce current risks.

The program's framework demonstrates the **continuous improvement and evolution of our security capabilities** by incorporating enterprise and security three-year strategy goals and adapting to emerging business and customer demands and industry threats. The program model drives security change across the organization, reducing risk through better visibility and managing security risks and vulnerabilities.

Managing information security also requires **a unified approach where both our employees and customers are made equally aware of cyber risks**, and how SITA technologies, training and best practices can mitigate exposure to such risks. SITA's security threat operations and SITA's governance teams work with customers' security teams, employees, and aviation industry forums to collaborate and share relevant knowledge regarding threats and protection.





CYBER SECURITY

STRUCTURE AND GOVERNANCE

Delivering these changes requires the participation of many teams and resources across the organization, from top to bottom, and with transparency and support from SITA leadership.

Our **Chief Information Security Officer (CISO)** heads up SITA's **Enterprise Information Security Office (EISO)** and oversees the company's information and data security, the policies and programs that safeguard technology and data, chairs an internal executive cyber security governance committee and participates in the Cyber and Privacy Committee which is a standing committee of the SITA Board.

The Cyber and Privacy Committee of the SITA Board oversees the implementation of SITA's Enterprise Security Improvement Program and Cyber Risk Management, supported by SITA's EISO team.

Within **EISO**, our Product Security Office is responsible for security within product design and development, including new cloud-based products, complemented by our **Business Information Security Officers (BISOs)** who deputize for the CISO's responsibilities in each geography, partnering with Sales, Compliance, Legal, and IT teams to further the effectiveness of cyber security. BISOs also evangelize organizational and customer security awareness of SITA's ongoing cyber security programs and practices.

WHO'S WHO IN SITA'S CYBER SECURITY

Everyone within SITA plays a vital role in implementing and maintaining our cyber-related activities.

Employees are made aware of their responsibilities around secure work best practices. For example, our **Governance, Risks, and Compliance Team** liaises with internal stakeholders to foster compliance and best work practices (vigilance around phishing and email scams). They are involved with vendor risk management, governance, policy and standards, security awareness, audits, certification and compliance, enterprise security vulnerability KPIs, and cyber maturity. They also work hand in hand with our **Chief Technology Officer** to ensure that new SITA technologies, from inception, have the resilience to cyber threats embedded into their design and architecture.

PROGRESS AND ACTIVITIES IN 2022

SITA's security transformation journey continued with **further refinements to our Enterprise Security Improvement Program (ESIP)**.

For example, we delivered security enhancements across the SITA Command Centers which help manage the operations of airports and airlines around the world. **ISO 27001** certification, an international standard to manage information security, was successfully renewed for the **fourth year running** for the SITA **Command Centers**.

As we manage customer service and operations worldwide, we expanded our **Security Operations Center (SOC)** capabilities and enhanced security incident detection and response processes. This focus on transformation and continuous improvement has driven significant, measurable maturity gains across all areas of SOC Operations as part of ESIP.

As cyber threats loom on the horizon, our **Security Incident Response Team (SIRT)** continues to improve its threat detection, identification, protection, response, and recovery capabilities.

**SITA SUSTAINABILITY
REPORT 2022**

GOVERNANCE

SITA

GOVERNANCE

We firmly believe in conducting our business responsibly by acting ethically and with transparency, complying with applicable laws and standards. We are continuously evolving our ESG strategy to support the resiliency of our business, and to meet our stakeholders' increasing expectations.

PATRIK SVENSSON, SVP FOR STRATEGY & GROWTH ENABLEMENT, SITA

Being a **responsible business requires good governance**. We place the utmost importance on conducting our business responsibly, sustainably, and ethically and meeting the needs of our employees, customers, and the communities we operate in. Failure to do so can have severe consequences for our business, from reputational damage to impacting our operations and that of our customers.

ESG is of growing importance to our business and our stakeholders. **Transparency around our developing ESG strategy and progress is key** to building trust and complying with anticipated future ESG regulations.

IN THIS SECTION:

[ESG Compliance, Transparency, and Governance](#)

[Ethics](#)

[Operational Excellence](#)

[Business Resilience](#)

[Responsible Procurement and Supply Chain](#)



ESG COMPLIANCE, TRANSPARENCY, AND GOVERNANCE

IN 2022, WE:

Continued refreshing our Environmental, Social, and Governance (ESG) strategy and will progress with this throughout 2023.

Complied with applicable laws, regulations, industry best practices, and SITA's own conduct standards.

Secured a backup syndicated credit facility linked to pre-agreed environmental KPIs and yearly targets, with a bonus or a malus on the interest margin depending on SITA's performance.

Being a responsible business means adhering to environmental, social, and business regulations in all countries in which a company operates. It also means being **transparent about who manages ESG risks and activities and how this is done**. It is about establishing ESG as an integral aspect of a company's culture and strategy and developing an ESG strategy that covers the breadth of ESG challenges and opportunities.

WHY IT IS MATERIAL TO SITA

Feedback from our stakeholders has indicated that transparency on ESG governance is very important. This **demand for transparency will increase as ESG regulations grow**. Reporting and clear communication on ESG strategy, roles & responsibilities, and progress on our non-financial impacts are a necessity for our stakeholders and a business requirement:

- **Investors & banks:** want companies to provide more sustainability disclosures that are material to financial performance. ESG is of growing importance for banks, forming part of the criteria for loan arrangements – the more sustainable a company is, the more attractive the interest rates applied to loans will be for the company. Companies with higher sustainability standards or ratings tend to attract more investment.
- **Customers:** more customers, through RFPs, request sustainability reports and disclosures. Companies embracing sustainability can gain a competitive advantage.
- **Employees:** have a growing preference to work in purpose-driven companies, and it will be a key driver for attracting and retaining talent.
- **Future regulations to report:** the Corporate Sustainability Reporting Directive (CSRD) is the new EU legislation that will apply to a multitude of companies to publish regular reports and disclosures on their environmental and social impact activities for 2024+.

SITA is therefore committed to conducting its business responsibly through good governance, social responsibility, mitigation of our environmental impacts, and increasing our transparency. Our ESG strategy is undergoing a thorough review to support our ambitions.

ESG COMPLIANCE, TRANSPARENCY, AND GOVERNANCE

SITA'S GOVERNANCE MODEL

The SITA Board supervises the activities of the SITA Group, and the Board has requested regular updates on ESG matters. The Board has four standing committees, each with a specific focus (the Remuneration Committee; the Nomination Committee; the Audit & Risk Management Committee; and the Cyber & Privacy Committee). The mandates of the Audit & Risk Management Committee and Remuneration Committee cover economic, environmental, and social topics. Each committee reports to the Board with regular updates on their activities.

The SITA Council is a member-representative advisory body with two standing committees (the Membership Committee and the Selection Committee).

Detailed information on the composition and structure of our organization, as it pertains to financial and other annual reporting requirements, is within the SITA Group Financial Statements, which are a supplement to the [‘SITA Activity Report 2022’](#).



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

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

Nomination Committee: provides recommendations to the SITA Board on the proposed appointment of the Board's directors for approval by SITA's General Assembly.

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

Cyber and Privacy Committee: supervises SITA's cyber security and data privacy activities.

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

Council Membership Committee: addresses membership policy and rules and makes recommendations to the Board on member admissions and expulsions for approval by the Board.

Council Selection Committee: provides recommendations to the SITA Council on the proposed appointment of the Council President (CP) and Deputy President (DP), for approval by the Council.

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

Corporate Social Responsibility (CSR): defines strategy, approach and carries out day-to-day program management.

ESG COMPLIANCE, TRANSPARENCY, AND GOVERNANCE

RISK MANAGEMENT

Risk identification and control, including environmental, social, and governance risks, **is critical to the company's success**. While employees identify and manage risks associated with their daily activities, corporate risks are formally managed at corresponding levels.

SITA has implemented an **Enterprise Risk Management practice** designed to capture, assess, document, and monitor corporate risks (i.e. those that may preclude the achievement of strategic and business objectives). These include, but are not limited to, cyber security, business continuity, economic, environmental, and social topics. The Enterprise Risk Management framework covers risk description, magnitude assessment, as well as detailed risk treatment strategy and plans. These are subject to independent quarterly reviews performed by SITA's Internal Audit team, including in-depth testing of selected risks each year.

The framework is fully integrated within SITA's governance, updated, and presented quarterly at the Audit and Risk Management Committee of the Board. The Committee oversees and assesses the evolution of SITA's risk environment as it may relate (though not limited to) to the design and effectiveness of the risk responses operated.

As required, this process continuously identifies additional risks and/or mitigations that may be required due to evolving internal and/or external factors. In 2022, the framework was enriched with the definition and periodic collection of leading and lagging KRIs / KPIs³⁵ for most of the risks captured in the risk register, hence providing tangible data that can be used to support the risk trend that is reported.

³⁵ Key Risk Indicators and Key Performance Indicators.

THE FOLLOWING KEY ROLES AND RESPONSIBILITIES ARE RELEVANT TO SITA'S OVERALL ENTERPRISE RISK MANAGEMENT PROCESS:

Roles	Responsibilities and tasks
Risk owner	<ul style="list-style-type: none"> Usually an Executive Team Member Accountable for the assessment of the risk, also considering internal and external factors Accountable for the treatment of the risk, including risk response planning Provides input to Risk Management
Risk management	<ul style="list-style-type: none"> Conduct quarterly Risk Register Update with Risk Owners Monitor and control implementation of risk response strategy Maintain SITA's Enterprise Risk Register keeping it accurate and up-to-date Responsible for the Risk Management methodology and process and for the maintenance of the tools utilized for the risk management activity
Executive Leadership	<ul style="list-style-type: none"> Risk Register Review and reassessment, also considering the relation of risks to each other Endorse Risk Categorization & Targeted Residual Risk Identification and endorsement of new risks and corresponding description
ARMCom	<ul style="list-style-type: none"> Exercise oversight over the company's risk management activities



ESG COMPLIANCE, TRANSPARENCY, AND GOVERNANCE

COMPLIANCE

To ensure SITA's Governance Model & Risk Assessment activities align with legal and regulatory compliance criteria, we have various policies and standards to guide employees and suppliers in carrying out our business. This is underpinned by employee training and communications in areas including environmental sustainability, cyber security, data privacy, anti-bribery, corruption, gifts, hospitality and entertainment, trade, competition, modern slavery, and other topics.

MONITORING NEW ESG LEGISLATION

The European Corporate Sustainability Reporting Directive (**CSRD**) will apply to SITA for reporting in 2026, with effectiveness relative to FY2025. This is new legislation that SITA's CSR and Sustainability team and Finance team are diligently monitoring. It will require the inclusion of sustainability-related disclosures on various topics (including climate change, governance, and social matters) as part of its management report and to receive external assurance.

Throughout 2022 we also monitored the progress and analyzed inputs of the International Sustainability Standard Board (ISSB), created by the International Financial Reporting Standards (IFRS), and prepared a gap analysis in case one of the countries we are established in opts for this standard.

NEXT STEPS IN 2023

Throughout 2023, we will continue our efforts to disclose against the latest Global Reporting Initiative (GRI) standards while preparing to disclose against the ISSB standard (whenever applicable to SITA) and the CSRD framework in 2026 in the financial year 2025.

ETHICS

TARGET

Compliance with applicable legislation, including anti-corruption, counter fraud, sanctions, and export controls

PERFORMANCE

Ongoing effort

ACTING WITH INTEGRITY

SITA is committed to maintaining the highest ethical standards and always acting with integrity. We have no tolerance for unethical behavior, including bribery and fraud.

Our materiality assessment has, unsurprisingly, led to the placement of [ESG Compliance, Transparency, and Governance](#) high on the agenda for our stakeholders and business. The two topics of compliance and ethics are inevitably intertwined.

SITA conducts business across the world. Our global reputation and success depend on doing business ethically and in accordance with all applicable laws.

Transparency around ethics is as important to our stakeholders as it is to us at SITA. **We hold ourselves to uncompromising ethical standards** and regularly report on our compliance activities to our Audit and Risk Management Committee as well as our senior executives.

SANCTIONS, ETHICS, AND COMPLIANCE PROGRAM

It is SITA's policy to comply with all applicable trade sanctions, including trade embargoes and all other trade laws, in our global operations, including all legal

entities worldwide owned or controlled by SITA.

We have a dedicated Sanctions, Ethics, and Compliance program, which supports company-wide efforts to remain ethical at all times.

We also have a comprehensive set of policies and controls (outlined in the sections below) to prevent bribery and fraud. And we select our business partners with care and conduct risk assessments and due diligence on a regular basis.

The program is underpinned by a strong management tone and several governing committees focusing specifically on decisions related to sanctions, ethics, and compliance. The program applies to all SITA operating units, subsidiaries, and affiliates.

CODES OF CONDUCT AND SUPPORTING POLICIES

Meeting ESG requirements requires accountability not only within SITA itself but also amongst its clients. Our **Code of Conduct**, in conjunction with several ethical policies, guides our efforts in areas of anti-corruption, gifts and hospitality, conflicts of interest, sanctions compliance, and other related issues. All SITA employees and third parties must follow our Code of Conduct and [Third Party Code of Conduct](#), respectively.

TRAINING AND COMMUNICATION

All our employees are required to take **mandatory online sanctions, ethics, and compliance courses** on an annual basis. We review and update these courses periodically to make them relevant and engaging for our staff to ensure the content is meaningful and understood. We are constantly re-evaluating how we can keep our employees engaged and alert to the risks. In addition, we provide online and regular face-to-face sessions for those employees and contractors who perform roles with a higher exposure to ethical risks.

RADAR, OUR CONFIDENTIAL HOTLINE

It is SITA policy not to offer, pay or accept bribes, kickbacks or make or receive any kind of improper payment, including facilitation payments, for any purpose whether directly or through a third party. We take all concerns raised seriously and investigate them according to our internal protocols. Whistle-blower protection is important to SITA. **We operate a 'Speak Up' hotline called RADAR.** This is a secure and confidential channel provided by a third party on behalf of SITA and is accessible to all SITA employees and third parties to raise ethical concerns.

For more information visit, [Ethics at SITA](#).

OPERATIONAL EXCELLENCE

Operational excellence ensures long-term financial stability through strategic focus, strong stakeholder engagement, and continuous innovation. It includes creating a culture of excellence within the organization and employing methodologies that nurture ongoing improvements.

These improvements are delivering greater efficiencies, help optimize service levels, and create more satisfying customer experiences.

KPIs	2022	2021	2020	2019
Achieve good customer satisfaction, Net Promoter Score³⁶	55.95	41	33.34	42
Project Delivery rating³⁷	83% vs. target of 82%	84% vs. target of 78%	84% vs. target of 72%	70% vs. target of 62%
Defect Removal Efficiency (DRE) rating³⁸	69% vs. target of 75%	75% vs. target of 74%	78% vs. target of 70%	70% vs. target of 70%
% of staff in SITA's Global Operations Team certified to ITIL v4³⁹	90%	90%	67%	–

³⁶ NPS, a metric devised by management consultants Bain & Company is key indicator many companies use to measure and manage customer loyalty. An NPS score above 0 is considered good, above 20 is great, and above 50 is outstanding.

³⁷ Project delivery performance is a % calculated by taking the number of projects in scope for delivery each year and measuring their successful delivery to the date committed to the customer.

³⁸ DRE is the % of software bugs or defects detected and corrected internally by SITA compared to the total identified externally by our customers. The higher the rating, the better.

³⁹ The Information Technology Infrastructure Library (ITIL) is a set of detailed practices for IT activities that focus on aligning IT services with the needs of the business and is a best practice standard for IT service management.





OPERATIONAL EXCELLENCE



WHY IT IS MATERIAL TO SITA

SITA is the backbone of the aviation and travel industry. **Excellence in service delivery is part of the company's DNA.** It is intrinsic to the impact the company has on its customers while also directly impacting SITA's employees and resources, and our suppliers.

We support critical air transport operations everywhere — our airline and airport partners rely on SITA technology and services. We help these stakeholders to manage better the complexity of their operations, processes, and data flows at the airport and in the skies. We provide our products with a managed service. We are therefore responsible for ensuring our products and services enable our customers' operations to run without issue, as any service outage can have significant and costly repercussions.

Delivering operational excellence and a good customer experience are critical to our business's success and our reputation in the industry to retain existing customers and attract new ones.

OUR STRATEGY AND ACTION PLANS

Our Operational Excellence strategy is structured around active management and monitoring of customer services, operations, experience, and quality by our teams at global and local levels.

We operate 24/7 service desks staffed by ITIL-certified personnel providing customer support. In parallel, our underlying **infrastructure and applications are monitored around the clock** to ensure consistent and **high service availability**.

We also have a global footprint, with service management and field service personnel in airports around the world. They ensure system performances are optimized to guarantee the continuity of operations. Our field service and service management teams build a close rapport with customers to improve the service experience, tailoring it to local needs and shaping operational excellence around unique customer requirements in specific regions.

This hands-on approach is also complemented by our Customer First Feedback (CFF) surveys to provide continuous improvement and monitor customer experience and quality to maintain our reputation for Operational Excellence.

SERVICE AND CAPACITY IMPROVEMENTS

The air transport industry experienced several challenges in 2022 in the rapid demand for travel, including staff shortages and operational disruptions. SITA has initiated operational airport health audits worldwide with deeper analysis and remediation activities at our major airports. In addition, an immediate capacity management review has been undertaken to provide additional operational resilience for our customers in 2023. These **proactive initiatives have pre-emptively fortified the availability of critical systems** in readiness for the high traffic peaks expected in summer 2023.

Throughout the year, [cyber security](#) was a key focus as we continued to enhance our own security operations and incident detection and response processes while also strengthening airport security.

In 2023, we will expand service monitoring, event, and incident automation in our operating systems and provide effective self-help tools on our devices for airport staff. These will drive increased remote management of devices and improve the efficiency of our incident management processes. Furthermore, we are upgrading our cloud infrastructure and related operational support models to adopt best-in-class technology.

OPERATIONAL EXCELLENCE

CUSTOMER FEEDBACK

Feedback from CFF surveys is one of our key customer listening tools to enable us to implement relevant improvements and more robust feedback loops in the year and beyond. In 2022, we **rolled out several improvement programs** in response to customer feedback from 2021.

For example, we made **enhancements to our aircraft customer portal, MyFleet**, enabling our aircraft customers to access product information, including tracking and reporting. These enhancements to our customer portal aid efficiencies mutually benefitting SITA and the customer.

We also undertook a **comprehensive review of what and how we ask our customers when soliciting their feedback on our services**. This review was to ensure we remain relevant to their areas of concern and needs so that concrete actions can be taken to reinforce what they like or address where we might come up short. This was supported with a 'customer-centricity' campaign internally, where we encouraged employees to consider what we do from our customers' perspective.

These activities have elicited several improvements, including a new, strengthened CFF survey methodology and governance for 2023 onwards.

UPSKILLING AND STRENGTHENING CONTINUOUS IMPROVEMENT MATURITY

90% of our people in global operations are ITIL V4 certified. We are delighted to have sustained this high rate for two consecutive years.

We are also increasing Continuous Improvement maturity through training and Lean Six-Sigma certifications.

In-house bespoke training initiatives took place, new in 2022, based on Lean Six Sigma methodologies. **Over 1,000 SITA staff are trained on Lean, Continuous Improvement, and Agile concepts** through in-house customized training, using Root Cause Analysis, Critical to Quality, and Standup techniques.

We already have 73 people certified to Lean Six Sigma Green Belt and 51 people certified to the Lean Six Sigma Yellow Belt standard, with a further 10% of staff undergoing Yellow and Green⁴⁰ belt.

OUTCOMES IN 2022

94% of shortcomings reported by our customers in 2021 through our CFF survey **saw an improved score in 2022** in areas including implementation, solution delivery, and understanding business needs. SITA has actioned upon 100% of shortcomings reported by customers during 2022.

Our **NPS score of 55.95** is a key indicator for customer experience. Still, we are striving to go further – part of SITA's Continuous Improvement philosophy – as evidenced in our modified governance processes and methodologies related to our feedback tools to guard against biases, underway in 2023.

From a service delivery and performance perspective, **we retain high scores in project delivery performance**. Our software defect removal efficiency (DRE) has dropped from 75% in 2021 to 69% in 2022. A Lean Six Sigma Green Belt project has been initiated in SITA to address the fall in measured DRE, including a deeper analysis of the relevant business rules to ensure the measurements reflect the correct business rule standards.

⁴⁰ Yellow Belt is an introductory level for Lean Sigma. Green Belt is an intermediate level to enable the individual to undertake process improvement projects within the company.





BUSINESS RESILIENCE



Business resilience refers to an operational and business model which can respond to fast-changing circumstances and other future externalities. It means identifying, assessing, and managing environmental risks to technologies, the market, and corporate reputation. It's also about providing solutions that allow business and client operations continuity.

WHY IT IS MATERIAL TO SITA

The economic impacts from the pandemic and travel recovery have led to **growing pressures on the aviation industry**, exposing the relevance of resilience for business survival. Business resilience is existential to SITA and the stakeholders who rely on our products and services.

Both operational and technological resilience is key for SITA and the aviation industry. Our ability to provide continuous services to our customers and solve the industry challenges of today and tomorrow through technology are at the heart of what we do.

IN 2022,

3.8% YOY SITA REVENUE GROWTH

14%+ GROWTH ON YOY SPEND ON R&D, DESIGN & TESTING AS A % OF REVENUE

351 NUMBER OF PATENTS GRANTED TO SITA FOR INNOVATIONS

 MAINTAINED ISO 9001:2015 QUALITY MANAGEMENT SYSTEMS CERTIFICATION

BUSINESS RESILIENCE

OUR STRATEGY

Our business resilience strategy encompasses:

Technological & Portfolio Resilience: Through our [cyber security strategy](#) to improve our cyber maturity and reduce security risks, we protect our IP, technology, data, and the data services, and solutions we provide to our customers.

SITA technologies provide our customers with **assurance and peace of mind** in **protecting their ability to function effectively** and continuously, even during unforeseen circumstances.

Operational Resilience: Through our [operational excellence](#) supported by our skilled workforce and a resilient supply chain of **reputable and dependable partners**, we ensure **continuity of service** and product delivery while being able to **respond to disruptions** and the evolving operational needs of our customers.

Our **ISO 9001:2015 quality management systems certification**, an internationally recognized business improvement tool, helps boost our operational resilience.

We also support the resiliency of our people through our well-being practices while adapting and transforming our organization to better serve our stakeholders' future needs, such as bolstering innovation. We're also increasing our climate resiliency by aligning our emission reduction efforts with climate science.

To support business resiliency, we are committed to **proactively monitoring and addressing emerging and long-term risks** and opportunities impacting SITA and the industry.

Our Enterprise Risk Management framework enables us to identify, track, eliminate, reduce, or address risks and challenges for SITA. It also provides an opportunity to improve through innovating and adapting our portfolio to enable our customers to respond to changing operational needs, address pain points, manage disruption, maintain business continuity and service levels, and shape the future of travel.



BUSINESS RESILIENCE

SUPPORTING AVIATION INDUSTRY RESILIENCE IN 2022 THROUGH OPERATIONAL EFFICIENCIES

SITA has always provided operational resilience to customers with deployable measures ready in the background for when they might be needed to cope in case of unexpected disruptions and irregular operations. Our customers rely on this.

As air traffic resumed in 2022, **SITA deployed a raft of solutions to help the industry cope** with the resurgence in demand for travel, coping with a multitude of disruptions and challenges – staffing shortages, travel spikes, ‘baggage mountains’, and public pressure for aviation to be more sustainable.

A cross-section of these solutions includes:

SHRINKING WAITING LINES IN GENEVA AIRPORT WITH SELF-SERVICE

Geneva Airport is a gateway for Switzerland’s thriving winter skiing season, with hundreds of ski resorts only a few hours’ drive away. During peak periods, waiting at check-in or security can involve additional time spent in queues for agent assistance as ski gear falls outside standard baggage dimensions, and there are often specific airline requirements to meet.

In 2022 more self-bag drop stations and [SITA’s Smart Path TS6 kiosks](#) were deployed with payment functions. **Skiers can now quickly check their ski equipment** and pay for excess baggage or ski allowances using SITA’s common-use payment solution with P2PE (point-to-point encryption) using **contactless payment**.

NAVIGATING WEATHER HAZARDS AND BUILDING CLIMATE RESILIENCE IN SOUTH AMERICA

Severe weather events can prove expensive for airlines when factoring in the cost of network and operational impacts and passenger reallocation. In Latin America and the Caribbean, a region significantly impacted by extreme weather and climate change, early warning systems and climate services can help **plan around impending weather impacts**.

Brazilian carrier Azul has implemented [SITA Mission Watch](#), a next-generation flight tracking and weather data solution, giving dispatchers a live view of the location of all aircraft and live and upcoming weather hazards. The flight replanning feature can **save airlines like Azul approximately 153 tons of fuel and 488 tons of CO₂ per year**.

Continued on next page



BUSINESS RESILIENCE

MANAGING DISRUPTIONS AT THE AIRPORT

During the heavy snowstorms that befell Greece in early 2022 (itself an unusual event), Athens International Airport was unexpectedly confronted with the need for extensive aircraft de-icing.

Within hours, the Athens airport team configured the tracking grid so that all stakeholders could **plan the de-icing processes effectively** using SITA's [Airport Management](#) solution.

For the first time, Athens International could share key operational data by opening its Airport Operating Database to all its stakeholders, enabling the airport to assign resources needed to ensure on-time performance and avoid unnecessary delays.

HELPING AIRLINES TO SAVE FUEL AND CUT EMISSIONS

In 2022, Singapore Airlines was one of several airlines deploying [SITA OptiClimb®](#) to optimize fuel consumption during the climb-out phase across its Airbus A350 fleet, to support the carrier's goal of achieving net-zero carbon emissions by 2050.

SITA OptiClimb® uses aircraft-specific machine-learning models with 4D weather forecasts to recommend customized climb speeds at different altitudes. It **leverages historical flight data to predict fuel burn** in different flight scenarios and recommends optimized climb profiles on a user-friendly interface for pilots.

OPTIMIZING AIRSIDE OPERATIONS TO REDUCE DELAYS AND MINIMIZE ENVIRONMENTAL IMPACTS

In 2022, El Dorado International Airport (BOG) became the first airport in Latin America to adopt Airport Collaborative Decision Making (A-CDM), leveraging SITA's [Collaborative Decision Making](#) (CDM) modules.

The technology **minimizes disruptions and improves runway and air traffic flow management** through increased stakeholder collaboration.

Optimally sequencing flights and reducing aircraft ground movements will help the airport prevent unnecessary wait times with running engines, reducing fuel burn, carbon emissions, and noise pollution, and minimizing negative impacts on air quality.

REDUCING MISHANDLED BAGS WHILE INCREASING BAGGAGE HANDLING CAPACITY

Middle East Airlines implemented SITA Bag Manager's cloud solution in 2022, which tracks every bag that is loaded onto a plane, a ULD or a cart and **checks that bags are loaded correctly to reduce the number that go astray.**

Moving the baggage reconciliation system at Beirut's Rafic Hariri International Airport to the cloud has increased operational efficiency and significantly reduced operational costs for both the airport and airline.

By installing [SITA Bag Manager](#), **the airport will be able to process nine million bags per year** compared to three million bags in previous years.

BUSINESS RESILIENCE

ENERGY RESILIENCE BECOMES A GROWING CONCERN

[Energy management](#) has been a **sustained focus for SITA** for many years as part of its emission reduction efforts. But, in 2022, the geopolitical uncertainty in Europe impacting fossil-fuel energy supplies, upon which aviation is reliant, has meant that **energy resilience has become a growing issue** for SITA's business and the aviation sector.

Loss of electrical power, for example, could impact SITA and airport operations in multiple ways with increased risk of potential flight delays or cancellations due to the many aspects of operations being technology dependent.

Some of the ways in which loss of electricity could impact airports:

PASSENGER PROCESSING

Energy failure would mean switching to manual check-in procedures. It would lead to flight delays if the airlines were unable to retrieve the passenger records for bookings, visas, and security requirements. Manual procedures do not exist for many of the stages (because they are automated) that are necessary to process passengers through the various checkpoints.

BAGGAGE HANDLING

The inability to scan baggage would present security issues and have multiple knock-on effects. Lack of conveyance of checked baggage from bag drop and check-in desks to aircraft would cause major impacts on baggage uploading and reconciliation, leading to increased mishandled or missed bags and flight delays.

AIRPORT OPERATIONS

Airport Control Centers might be unable to authorize aircraft landings and departures, leading to flight delays and cancellations.

In the terminals, public announcements for boarding calls and displaying of flight information on screens (gates and check-in assignment) would not be possible, impacting the passenger experience.

CONNECTIVITY IN AND OUT OF THE AIRPORT

Airport Control Center & Air Traffic Control (ATC) towers rely on constant connectivity to function with the broader ATC global infrastructures, which would inevitably ground operations.

A lack of connectivity outside of the airport to retrieve passengers' data from the different airlines for flight operations would be a major security issue.

It was, therefore, crucial for SITA to stay vigilant and address potential energy shortage risks with **pre-emptive and appropriate actions**. **We performed an extensive assessment of operational risks** of the three groups the energy crisis could most impact: our largest European airport customers, SITA office sites in Europe, and key suppliers to SITA, including network/telecom, data centers, field services, and cloud providers.

Large European **airports were scoped**, and their risk **exposures to power and energy interruptions were analyzed** and signaled within the Critical National Infrastructure (CNI) services chain. Our European offices were evaluated for power interruptions and measures taken to provide backup energy supplies for operating business functions (critical customer/internal business activities) using reduced or alternative power consumption at our various office sites. We also engaged our key suppliers supporting European activities to monitor and understand potential risks and ensure that business continuity plans were in place.

Overall, the risk of service interruption today from energy shortages is deemed low due to our pre-emptive action plans. Regardless of the low risk, **we continue to be in a state of readiness** with ongoing reassessments underway to adapt to evolving situations.

BUSINESS RESILIENCE

PORTFOLIO RELEVANCE

In 2022 we **expanded, strengthened, and diversified our portfolio** to keep it relevant to our customers' evolving requirements and the trends and challenges they face. See our ['Key trends impacting SITA and industry.'](#)

Our portfolio **addresses industry volatility** – the need for flexibility and fast deployment – with solutions encompassing digital travel credentials, self-service, biometrics, mobile-enabled travel, digital borders, infrastructure and platforms, APIs (Application Programmable Interfaces), and more.

Also new partnerships in 2022 with Versa Networks to launch **SITA Connect Go** and with Alstef Group to launch **Swift Drop** helped support and strengthen our portfolio.

In addition, we continued to grow our team dedicated to entering adjacent travel markets (beyond air) as we saw the rise for connected and intermodal travel to simplify the passenger journey across land, sea, and air.

See the ['SITA Activity Report 2022'](#) for an overview of achievements surrounding SITA's extensive portfolio helping to achieve our year-on-year growth.

SITA CONNECT GO

In partnership with Versa Networks, SITA launched [SITA Connect Go](#), a multi-tenant edge Secure SD-WAN (Software-Defined Wide Area Network) solution designed specifically for aviation. Connect Go **allows multiple airlines, ground handlers, and other agents to access the same virtualized infrastructure** at airports securely – and it's in the cloud, delivering scalable and agile connectivity.

This brings greater flexibility to support the industry's shift to multi-cloud adoption. The solution enhances SITA's extensive network connectivity, which bridges over 600 airports and more than 750 destinations worldwide, providing airlines with even more resilient connectivity performance and quick, secure access to airport applications and systems.

SWIFT DROP

To help airports reduce waiting lines with increasing passenger throughput, SITA and Alstef Group collaborated with the launch of **Swift Drop**. This self-bag drop solution significantly saves passengers time when checking bags. Mexico's Felipe Ángeles International Airport was the first to install 20 Swift Drop units.

With Swift Drop's intuitive interface, passengers can quickly check their bags, avoiding long queues at traditional check-in points. This gives passengers more time to spend airside, boosting airport retail revenues. Passengers print their own bag tags without the need for assistance and load their baggage directly onto the accessible conveyor. **Advanced camera tag-reading technology ensures baggage will be processed faster, with an average first-time tag read rate of 95%.**



BUSINESS RESILIENCE

BOLSTERING INNOVATION AND AGILITY SHAPING THE FUTURE OF TRAVEL

Business resilience feeds on ingenuity to **keep the portfolio relevant** for today and tomorrow with agile practices and processes. In 2022, we had over 350 patents granted, reflecting our innovation activity, supported by our increased funding for research and development.

SITA's portfolio teams address industry problems with today's deployable technology, keeping our portfolio relevant with upgraded functionalities, new modules, and enhanced versions of our products and services.

Our **SITA Lab**, on the other hand, **focuses on medium to long term innovation** collaborating with industry to investigate the potential of emerging technologies.

To support a more resilient future, SITA is leveraging its culture of more disruptive innovation across multiple layers of the company while **fostering strategic new partnerships**:

See the '[SITA Activity Report 2022](#)' for more on the achievements surrounding SITA's innovation activity.

ACCELERATOR FUNDING

We have formulated plans for an accelerator program to **harness the internal start-up culture**. This program – planned in 2022 and to be executed in 2023 – consists of building an **innovation incubator**, selecting the most innovative teams and business concepts, and coaching them through the incubator to produce a minimum viable product in three to four months.

Open to all SITA employees, the accelerator, in collaboration with innovation venture capitalist Starburst Aerospace was launched in early 2023.

SITA LAUNCHPAD

In September 2022, we launched **SITA Launchpad, a partnership program** aiming to collaborate with new partners to ensure a **more sustainable and resilient future** for the air transport industry.

The four areas of opportunity with strong market demands are: digital identities, advanced analytics and data management, security and safety at airports, and sustainable alternative energy sources.

CHAMP

In parallel with the upswing in passenger flights during 2022, cargo flights also grew back stronger. For this segment of the air transport market, **we increased our investment in [CHAMP](#)**, fully owned by SITA in 2022. CHAMP lead air cargo IT spanning 200+ air cargo carriers, general sales agents (GSAs) and handlers (GHAs) and 4,000+ freight forwarders.

The investment to support the business resilience of CHAMP will enable it to leverage cutting-edge technology to maintain its global leadership in digitalizing and advancing the air cargo industry.

RESPONSIBLE PROCUREMENT AND SUPPLY CHAIN

KPI	2022	2021	2020	2019
No of key suppliers accounted for 90% of SITA spend	472	456	426	583 (95% of spend)

Global businesses like SITA rely on a vast array of third party suppliers and partners. This is typical in the IT sector, especially when operating on a global scale. Responsible sourcing requires a granular level of supplier scrutiny — before they are introduced into our supply chain — to understand how their operations affect people and the environment.

Relevant factors that must be assessed include labor standards, health and safety, and sustainability, and an understanding of the social and environmental risks within these areas.

SITA takes a proactive approach to **responsible sourcing to minimize and mitigate risks** within our supply chain. Our supply chain has a crucial role in what we can collectively achieve to combat climate change, create a fairer society, and contribute to the economy's growth. We recognize that the actions of our suppliers and partners can directly impact our reputation, negatively and positively.

Therefore, we aim to work with suppliers who share our commitment to doing business the right way. This means acting responsibly, ethically, and sustainably, and complying with applicable laws, SITA's codes of conduct, and industry practices.



RESPONSIBLE PROCUREMENT AND SUPPLY CHAIN



OUR COMMITMENT AND APPROACH

SITA is committed to sourcing **sustainably and locally**, working with our supply chain to mitigate climate change and create a fairer society.

We strive to **reduce labor and environmental risks** in our supply chain and guide our suppliers and employees on SITA's responsible sourcing strategy through a number of means and mechanisms.

We have **robust policies and processes** for supplier evaluation and selection to ensure compliance and support our environmental and social impact objectives. These are encapsulated in our [Third party code of conduct](#) for supplier management when supplying services or goods to SITA, reinforced by contractual terms and conditions, and our RFPs.

Once appointed, **suppliers are subject to ongoing monitoring** of their performance, and we have mechanisms in place for re-evaluating our supply base and practices.

FORCED LABOR OR MODERN SLAVERY

The likelihood of forced labor or modern slavery in our supply chains is assessed as low risk for SITA's operations. Nevertheless, as a technology provider that buys and disposes of IT assets, we monitor and have strategies in place to mitigate any labor and environmental risks around the manufacture and disposal of IT assets in our supply chain.

We manage supplier-related modern slavery risks via the **SITA Enterprise Risk Register**, monitored by SITA's Audit and Risk Committee. We also assess the performance and the risks of modern slavery or human trafficking of our key suppliers.

Our internal ethics-related reporting mechanism, **'RADAR'**, enables employees to confidentially report any ethical or compliance issues with suppliers or business partners. In 2022, the risk of modern slavery in our supply chain is low. See our [Ethics section](#) for more on RADAR.

SITA also provides compulsory annual training on Modern Slavery for all procurement and employees in the United Kingdom to comply with the UK Government's Modern Slavery Act.

We employ a third-party system for all new suppliers to screen for 'restricted parties' such as those blacklisted for past trade with embargoed countries and the Office of Foreign Assets Control's Specially Designated Nationals (SDN) list.

MITIGATING ENVIRONMENTAL RISKS

To tackle environmental risks in our supply chain, our suppliers must abide by our Third Party Code of Conduct, covering adherence to all applicable environmental laws, regulations, and sound industry practices, including:

- Chemical waste management and disposal
- Recycling
- Industrial wastewater treatment
- Air emissions

We count on **specialist partners for responsible asset disposal** following global and local environmental regulations like the Waste Electric and Electronic Equipment (WEEE) Directive in Europe.

Suppliers must comply with any additional environmental requirements described in SITA's design and product specifications when applicable that exceed regulatory requirements.

We vet potential suppliers, including featuring sustainability requirements in our standard RFP requirements and part of our evaluation and selection process.

RESPONSIBLE PROCUREMENT AND SUPPLY CHAIN

BEING RESOURCEFUL

One of our overriding missions is to **do more with less**. We encourage using refurbished equipment from reputable global IT manufacturers, thereby **supporting a more circular economy**.

SERVING LOCAL COMMUNITIES

In a similar vein, where practicable, we **involve local suppliers** in the country of delivery to contribute directly to the country's economic growth by creating job opportunities for local people.

In South Africa, for example, we have a dedicated program **supporting small, medium, and micro enterprises**. And **80% of SITA services in South Africa are locally sourced**. For more information on these activities, see our [Community Engagement](#) section.

SUPPORTING 'MAKE IN INDIA'

Back in 2020, the Airport Authority of India issued an RFP for airport technology to support an extensive number of airports across India, which included hardware items like self check-in passenger kiosks.

A key criterion of the RFP was 'Make in India' – a government initiative encouraging the development, manufacture, and assembly of products in India to promote local entrepreneurship and boost manufacturing.

SITA responded to the RFP, and we commenced our own RFP to enlist a local supplier to produce our kiosks to support 'Make in India', saving the customer on the associated shipping costs and emissions. It was a key factor in SITA winning the RFP.

In May 2022, SITA signed a framework agreement engaging a local Indian manufacturer to produce the required 450 kiosks.



RESPONSIBLE PROCUREMENT AND SUPPLY CHAIN

OUR CONTINUOUS IMPROVEMENT CULTURE

We are constantly re-evaluating our supplier base and practices. ESG ranking of suppliers is important to SITA because we are committed to ensuring our supply chain operates responsibly. A third party solution to measure and rank our strategic suppliers is currently advancing through the final governance review stages in readiness for roll-out in the future.

ASSESSING SUPPLIER RISK AND RESILIENCY TO THE EMERGING ENERGY CRISIS

Following the onset of the energy crisis in Europe, any risk to power loss would profoundly impact increasingly digital airport operations. The knock-on effects would be flight delays and cancellations. In response, SITA carried out extensive supplier assessments to identify the risk exposure to its largest airport customers in Europe and put mitigation plans as required in place.

Read more in our [Business Resilience](#) section.



SITA SUSTAINABILITY
REPORT 2022

**OTHER
INFORMATION**

SITA



ABOUT THIS REPORT

ABOUT THIS REPORT

This report covers the activities associated with SITA Group based on available information and data from the period 1 January to 31 December 2022. All countries with SITA permanent employees can be considered countries where we operate for the purposes of this report.

SITA's subsidiary Aviareto and SITA Airport IT GmbH are excluded from the scope of this report because they are not 100% owned by SITA, whereas CHAMP became 100% owned by SITA in 2022. Our greenhouse gas (GHG) footprint includes CHAMP for 2022.

This report relies on data and information from the relevant business departments and systems within SITA, and external parties for data and information relating to emissions. Data is captured on aspects including carbon emissions, energy, water consumption, recycling, employee fundraising, volunteering, and corporate giving, as well as employee information such as retention and diversity.

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

REPORTING FRAMEWORKS

SITA has formally reported its environmental, economic, and social performance since 2011 using the Global Reporting Initiative (GRI) disclosures framework.

The [SITA Group GRI Content Index 2022](#) is available here.

We also support the [United Nations Global Compact](#) (UNGC) and its ten principles as a member of the initiative. This initiative drives how we treat our employees, manage our supply chains, limit our negative environmental impacts, and promote high standards of business ethics. We map our activity to the United Nations Sustainable Development Goals (UN SDGs).

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

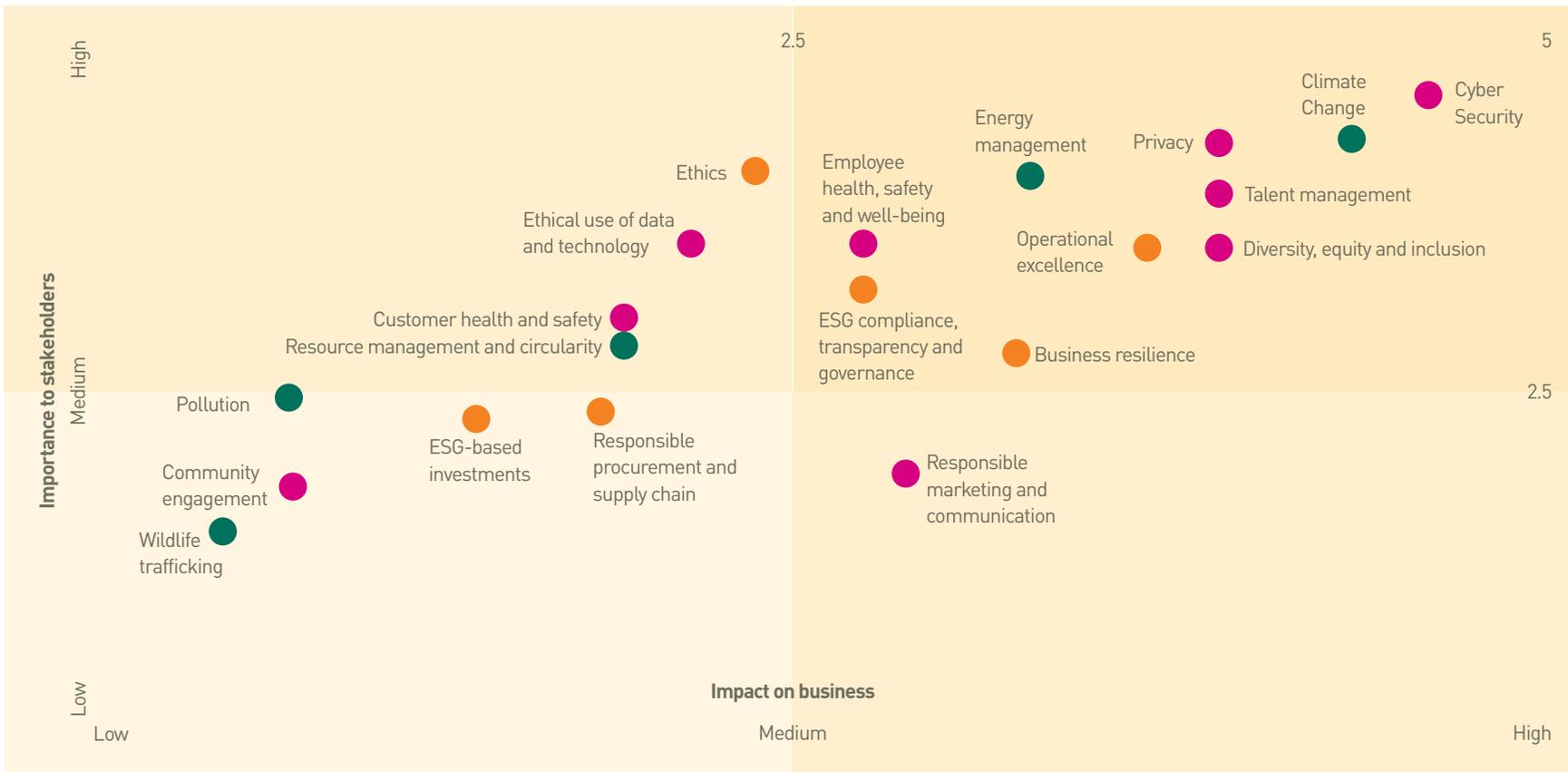
SIGNIFICANT CHANGES

CHAMP became a 100% owned SITA subsidiary, reflecting the small increase in SITA headcount in 2022. There were no other significant changes to our size, ownership, or supply chain impacting the year.



FULL MATERIALITY MATRIX

FULL MATERIALITY MATRIX OF 20 SHORTLISTED TOPICS



- Environmental
- Social
- Governance

PEOPLE METRICS

Data as of 31 December of each year, unless otherwise indicated

SITA workforce	2022	2021	2020	2019
Total	5,069	4,514	4,657	5,480
Permanent employees	4,202	4,224	4,417	4,913
Fixed-term contractors	30	25	31	39
Students (on placement)	120	76	55	79
Contingent workers	273	189	154	449
CHAMP permanent employees	413	-	-	-
CHAMP fixed-term contractors	31	-	-	-

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.

Workforce by region	2022	2021	2020	2019
Number of permanent, fixed-term, students & contingent workers				
AME	1,077	1,139	1,251	1,613
APA	1,155	1,124	654	758
EUR	1,847	1,710	1,665	1,795
MEA	546	541	1,087	1,314

APA and MEA geographies re-defined in 2021.

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

% of SITA permanent and fixed-term workers at SITA offices and at airport locations	2022	2021	2020	2019
Airport	23.79%	23.4%	23.4%	21.85%
Town	76.21%	76.6%	76.6%	78.15%

Gender	2022	2021	2020	2019
% permanent & fixed-term contractors				
Women	22.4%	22.1%	21.8%	21.3%
Men	77.6%	77.9%	78.2%	78.7%
% students				
Women	43.3%	55.3%	49.1%	46.8%
Men	56.7%	44.7%	50.9%	53.2%

Generation	2022	2021	2020	2019
% permanent & fixed-term contractors				
Under 30	7.8%	7.4%	7.6%	9.0%
30-49	61.2%	62.4%	63.4%	62.9%
50+	31.0%	30.3%	29.0%	28.00%

PEOPLE METRICS

Data as of 31 December of each year, unless otherwise indicated

Employee levels	2022	2021	2020	2019
% Permanent & fixed-term contractors by level				
Associate	19.3%	20.8%	20.9%	20.5%
Professional	35.2%	35.0%	35.9%	36.6%
Management	39.3%	38.1%	36.9%	37.0%
Leadership	6.2%	6.2%	6.3%	6.0%
% gender representation by employee levels (junior to senior)				
Associate - Women	11.6%	12.8%	11.4%	23.4%
Associate - Men	88.4%	87.2%	88.6%	76.6%
Professional - Women	29.3%	28.7%	28.1%	29.9%
Professional - Men	70.7%	71.3%	71.9%	70.1%
Management - Women	21.5%	21.3%	21.4%	24.0%
Management - Men	78.5%	78.7%	78.6%	75.7%
Management - Undisclosed	-	-	-	0.3%
Leadership - Women	21.3%	21.2%	22.2%	21.5%
Leadership - Men	78.7%	78.8%	77.8%	78.5%
<i>Permanent & fixed-term contractors</i>				

Employee levels	2022	2021	2020	2019
% generation representation by employee levels (junior to senior)				
Associate - Under 30	19.6%	19.5%	20.2%	57.0%
Associate - 30-49	64.8%	65.5%	65.1%	37.6%
Associate - 50+	15.7%	15.1%	14.8%	5.4%
Professional - Under 30	10.8%	8.8%	8.6%	23.7%
Professional - 30-49	66.5%	68.4%	69.8%	70.1%
Professional - 50+	22.8%	22.8%	21.5%	6.2%
Management - Under 30	0.60%	0.7%	0.7%	2.5%
Management - 30-49	58.66%	59.1%	60.0%	79.7%
Management - 50+	40.73%	40.3%	39.4%	17.8%
Leadership - Under 30	-	-	-	-
Leadership - 30-49	35.74%	38.3%	41.9%	58.9%
Leadership - 50+	64.26%	61.7%	58.1%	41.1%
<i>Permanent & fixed-term contractors</i>				

PEOPLE METRICS

Data as of 31 December of each year, unless otherwise indicated

Turnover	2022	2021	2020	2019
Voluntary Turnover Rate %	9.0%	9.0%	8.4%	6.1%
Voluntary & Involuntary Turnover %	14.8%	14.5%	17.5%	11.20%
Turnover number total	622	624	848	554
Turnover number by age				
Under 30	60	52	77	62
30-49	388	381	461	318
50+	174	191	310	174
Turnover rate by age				
Under 30	9.6%	8.3%	9.1%	11.2%
30-49	62.4%	61.1%	54.4%	57.4%
50+	28.0%	30.6%	36.6%	31.4%
Turnover number by gender				
Men	449	471	641	382
Women	173	153	206	172
Undisclosed	-	-	1	-

Turnover	2022	2021	2020	2019
Turnover rate by gender				
Men	72.2%	75.5%	75.6%	69.0%
Women	27.8%	24.5%	24.3%	31.0%
Undisclosed	-	-	0.1%	-
Turnover number by region				
AME	199	218	311	155
APA	153	153	109	68
EUR	227	205	250	239
MEA	43	48	178	92
Turnover rate by region				
AME	32.0%	34.9%	36.7%	28.0%
APA	24.6%	24.5%	12.9%	12.3%
EUR	36.5%	32.9%	29.5%	43.1%
MEA	6.9%	7.7%	21.0%	16.6%
<p><i>Turnover pertaining to permanent employees only, calculated by number of leavers divided by average headcount. APA and MEA geographies re-defined in 2021</i></p>				

PEOPLE METRICS

Data as of 31 December of each year, unless otherwise indicated

New hires	2022	2021	2020	2019
Number of new permanent employee & fixed-term contract hires by age				
Total	577	408	244	689
Under 30	131	104	59	179
30-49	375	255	151	444
50+	71	49	34	66
% of new permanent employee & fixed-term contract hires by age				
Under 30	22.7%	25.5%	24.2%	26.0%
30-49	65.0%	62.5%	61.9%	64.4%
50+	12.3%	12.0%	13.9%	9.6%
Number of new permanent employee & fixed-term contract hires by gender				
Total	577	408	244	689
Men	412	292	163	503
Women	165	116	81	186
% of new permanent employee & fixed-term contract hires by gender				
Women	28.6%	28.4%	33.2%	73.0%
Men	71.4%	71.6%	66.8%	27.0%

New hires	2022	2021	2020	2019
Number of graduate & undergraduate hires	30	25	7	30
<i>Turnover pertaining to permanent employees only, calculated by number of leavers divided by average headcount. APA and MEA geographies re-defined in 2021</i>				
Number of new permanent employee & fixed-term contract hires by region				
AME	128	77	50	141
APA	168	102	31	100
EUR	240	199	127	225
MEA	41	30	36	223
<i>APA and MEA geographies re-defined in 2021</i>				
% of new permanent employee & fixed-term contract hires by region				
AME	22.2%	18.9%	20.5%	20.5%
APA	29.1%	25.0%	12.7%	14.5%
EUR	41.6%	48.8%	52.0%	32.7%
MEA	7.1%	7.4%	15.0%	32.4%
<i>APA and MEA geographies re-defined in 2021</i>				

PEOPLE METRICS

Data as of 31 December of each year, unless otherwise indicated

Share of overall remuneration covering permanent & fixed-term employees by gender	2022	2021	2020	2019
Women	22.8%	22.6%	22.9%	22.5%
Men	77.2%	77.4%	77.1%	77.5%

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

Learning	2022	2021	2020	2019
Permanent & fixed-term contractors				
Average learning hours	25.3	34.6	33.3	41.6
Average learning hours by gender				
Men	29.6	38.9	40.2	46.4
Women	26.2	35.1	36.3	47.1
Average learning hours by employee level				
Associate	41.3	40.8	44.7	44.4
Professional	25.3	33.6	35.2	40.3
Management	24	32.6	30.6	42.9
Leadership	18	25.5	28.8	46.2

SITA governance	2022	2021	2020	2019
Board representation gender				
Total	12	12	12	12
Women	3	2	4	4
%	25.0%	16.7%	33.3%	33.3%
Men	9	10	8	8
%	75.0%	83.3%	66.7%	66.7%

SITA Board, Council & Executive Leadership Team by tenure	SITA Board	SITA Council	Executive Leadership Team
Average Tenure in Years	2	2.1	-
Men	9	17	13
Women	3	2	1
Total	12	19	14

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

AUDITOR'S ASSURANCE ON SITA'S GREENHOUSE GAS EMISSIONS



INDEPENDENT LIMITED ASSURANCE REPORT ON A SELECTION OF SUSTAINABILITY KPI'S IN THE 2022 SUSTAINABILITY REPORT OF SOCIÉTÉ INTERNATIONALE DE TÉLÉCOMMUNICATIONS AÉRONAUTIQUES SC

To the Board of Directors of Société Internationale De Télécommunications Aéronautique SC

This report has been prepared in accordance with the terms of our engagement contract 3 January 2023 (the "Agreement"), whereby we have been engaged to issue an independent limited assurance report in connection with a selection of sustainability KPIs, marked with a check mark (✓), included in the Sustainability Report as of and for the year ended 31 December 2022 (the "Report").

The Director's responsibility

The Directors of Société Internationale De Télécommunications Aéronautique SC ("the Company") are responsible for the preparation and presentation of the selection of sustainability KPIs for the year 2022, marked with a check mark (✓), in the Report (the "Subject Matter Information"), in accordance with the criteria disclosed in the Report (the "Criteria").

This responsibility includes the selection and application of appropriate methods for the preparation of the Subject Matter Information, for ensuring the reliability of the underlying information and for the use of assumptions and estimates for individual sustainability disclosures which are reasonable in the circumstances. Furthermore, the responsibility of the Directors includes the design, implementation and maintenance of systems and processes relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an independent conclusion about the Subject Matter Information based on the procedures we have performed and the evidence we have obtained.

We conducted our work in accordance with the International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE 3000), issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with ethical requirements and that we plan and perform the engagement to obtain limited assurance as to whether any matters have come to our attention that cause us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable engagement been performed. The selection of such procedures depends on our professional judgement, including the assessment of the risks of material misstatement of the Subject Matter Information in accordance with the Criteria.

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The scope of our work comprised the following procedures:

- assessing and testing the design and functioning of the systems and processes used for data-gathering, collation, consolidation and validation, including the methods used for calculating and estimating the Subject Matter Information as of and for the year ended 31 December 2022 presented in the Report;
- conducting interviews with responsible officers;
- reviewing, on a limited test basis, relevant internal and external documentation;
- performing an analytical review of the data and trends in the information submitted for consolidation;
- considering the disclosure and presentation of the Subject Matter Information.

The scope of our work is limited to assurance over the selection of sustainability KPIs for the year 2022, marked with a check mark (✓) in the Report. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Report.

Our independence and quality control

We have complied with the independence and other ethical requirements in the International Ethics Standards Board for Accountants' (IESBA) International Code of Ethics for Professional Accountants (IESBA Code) together with the legal Belgian requirements in respect of the auditor independence, particularly in accordance with the rules set down in articles 12, 13, 14, 16, 20, 28 and 29 of the Belgian Act of 7 December 2016 organising the audit profession and its public oversight of registered auditors.

Our firm applies International Standard on Quality Management n°1, Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Related Services Engagements, and accordingly, maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information within your Sustainability Report as of and for the year ended 31 December 2022 has not been prepared, in all material respects, in accordance with the criteria.

Other ESG related information

The other information comprises all of the ESG related information in the Report other than the Subject Matter Information and our assurance report. The directors are responsible for the other ESG related information. As explained above, our assurance conclusion does not extend to the other ESG related information and, accordingly, we do not express any form of assurance thereon. In connection with our assurance of the Subject Matter Information, our responsibility is to read the other ESG related information and, in doing so, consider whether the other ESG related information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement, or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

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Other matter - restriction on use and distribution of our report

Our report is intended solely for the use of the Company, to whom it is addressed, in connection with their Report as of and for the year ended 31 December 2022 and should not be used for any other purpose. We do not accept or assume and deny any liability or duty of care to any other party to whom this report may be shown or into whose hands it may come.

Diegem, 12 June 2023

PwC Bedrijfsrevisoren BV/Reviseurs d'Entreprises SRL
represented by

DocuSigned by:

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Marc Daelman¹
Registered auditor

¹ Marc Daelman BV, member of the Board of Directors, represented by its permanent representative Marc Daelman

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SITA



BUSINESS AMBITION FOR 1.5°C

Sita has responded to the SBTi's urgent call for corporate climate action by committing to align with 1.5°C and net-zero through the Business Ambition for 1.5°C campaign.

