



**BEING A RESPONSIBLE  
BUSINESS MAKES US A  
BETTER BUSINESS**

**SITA**

Create success. Together



## Statement GRI Application Level Check

GRI hereby states that **SITA** has presented its report "SITA Group CSR Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 11 June 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex".

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 31 May 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Front cover: SITA employees use their volunteering day to help out at Aigues Vertes in 2012. Aigues Vertes, based in Bernex, Switzerland, is a non-profit, state-approved foundation, whose main purpose is to contribute to the social and economic integration of people presenting a mental disability.

Photo: Martin Bonny, SITA, Geneva

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## 10 PRINCIPLES

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.



### Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

### Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

### Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



# CEO STATEMENT

**“BEING A RESPONSIBLE BUSINESS MAKES US A BETTER BUSINESS.”**

In 2012, I was pleased to confirm SITA's support of the United Nations Global Compact (UNGC). It represents an important step in our CSR strategy, and demonstrates our ongoing commitment to being a responsible business.

Our company has always had a strong record in areas such as labor and anti-corruption practices. With the introduction of the CSR Steering Group, and the subsequent development of our CSR charter and strategy, we have been able to place our initiatives and activities into a recognized framework so that SITA's progress can be measured and monitored. Information on some of our CSR activities has been included in SITA's Annual Report since 2009.


It has been rewarding to see that our efforts to date are being recognized, as evidenced by the positive response to our customer and employee surveys. It is important that we continue to monitor the perception of our progress with our stakeholders.

This year is the first that we have produced a separate CSR Report, and we have used the Global Reporting Initiative's guidelines to communicate on the following areas:

- Integrating CSR into our business
- Managing our environmental impact
- Bringing value to our communities

We know that we are at the start of a long journey that will see us developing new CSR initiatives and addressing some of the challenges that we, and many other organizations, face. Ultimately, we will extend our CSR reporting capability. With this in mind, we recognize the importance of ongoing support of the UNGC principles – human rights, labor, environment and anti-corruption – as we continue to make further progress.

We welcome feedback on this, our first CSR Report.



Francesco Violante  
CEO, SITA



**SITA**

Founded in 1949

Head offices in Geneva, Switzerland

4,434 employees worldwide (at December 31 2012)

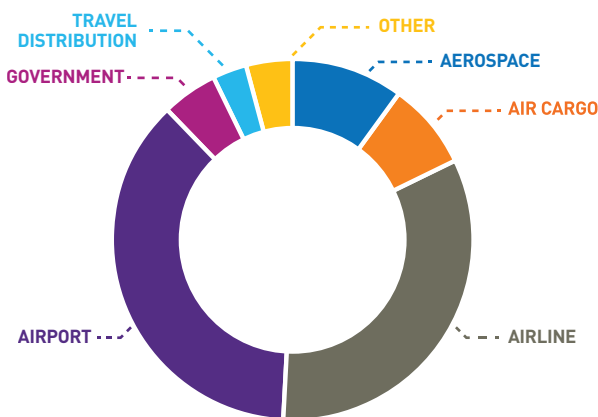
SITA is the world’s leading specialist in air transport communications and information technology (IT). We work closely with every sector of the air transport community, innovating, developing and managing business solutions over the world’s most extensive network – one that forms the “communication backbone” of the global air transport industry.

SITA provides services to over 450 members and 2,800 customers in more than 200 countries and territories, with almost every airline and airport in the world doing business with SITA.

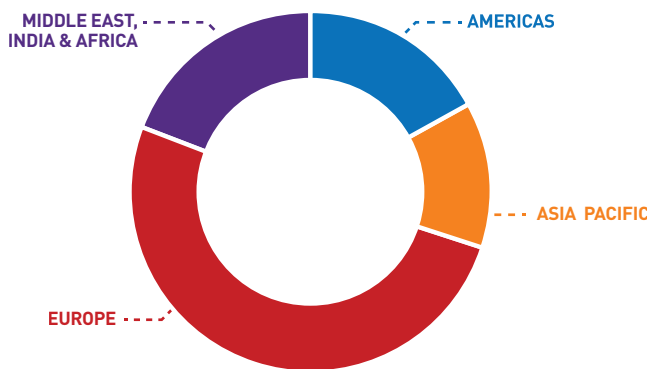
Our portfolio comprises 120+ products and solutions that support the air transport industry. Our business breakdown by sector and geography is shown in the charts below.

**Our business breakdown**

**Business by sector**



**Business by geography**



SITA has 5 main business divisions:

- Communications & Infrastructure Solutions
- Airport Solutions
- Passenger Solutions
- Government Solutions
- Aircraft Communications

SITA owns 98% of OnAir, which is the leading provider of in-flight connectivity, and holds a 51% interest in CHAMP Cargosystems, the world’s only IT company dedicated solely to air cargo.

SITA also operates two joint ventures providing services to the air transport community: Aviareto for aircraft asset management, and CertiPath for secure electronic identity management.

2012 revenue of \$1.57bn

**More information**

[www.sita.aero](http://www.sita.aero)

Awards and recognition [www.sita.aero/about-sita/what-we-do/industry-recognition-and-awards](http://www.sita.aero/about-sita/what-we-do/industry-recognition-and-awards)

Products and solutions [www.sita.aero/products-solutions](http://www.sita.aero/products-solutions)

# ABOUT SITA GROUP

SITA was established in 1949 to provide network services to the air transport community on a not-for-profit basis. Today it is the only global provider of information technology (IT) and communication services to the community that is owned entirely by its members. The 450-plus active members include airlines, airports, air freight carriers, global distribution system (GDS) providers and others. Our membership represents 90% of total worldwide airline business.

The original rationale for being a member-based organization was to deliver common benefits to the air transport community through the provision of common services globally, even in countries where operating restrictions normally apply. This spirit remains the core of the SITA ethos. Our mandate is still to serve the needs of the community as a whole. We listen to our members' needs, requirements, regional and cultural perspectives, and respond through:

- The SITA Council
- The SITA Board
- The Customer Advisory Board
- SITA user groups
- Participation in industry associations
- Development of industry standards
- Driving of, and participation in, industry initiatives

The SITA Council is just about the most representative body there is for air transport. Along with the SITA Board and Members, the SITA Council uses its know-how and experience to tackle industry requirements and address future trends. For more on SITA's governance, and Council and Board members, see [www.sita.aero/about-sita/board-members](http://www.sita.aero/about-sita/board-members).

## OUR CORPORATE STRUCTURE

SITA's corporate structure comprises SITA SC, a Belgian co-operative and SITA N.V., a Dutch commercial company. The majority of SITA's activities are today undertaken through SITA N.V., although SITA's network services are housed in the SITA co-operative.

The SITA Trust Foundation is an Employee Share Plan Trust. SITA Group Foundation's shareholding is fixed, with companies holding certificates in the Group Foundation which represent the economic interest in the N.V. shares. There is a very large overlap between the Members of SITA SC and the certificate holders of the SITA Group Foundation.

In practice, although SITA N.V. has two main shareholders, SITA SC and the SITA Group Foundation, they function as one governing body for SITA N.V.

SITA SC is wholly owned by its members. Shares in SITA SC are reallocated to members each year, based on their use of all SITA services in the previous year. This means that the shareholding structure of the co-operative is variable, rather than fixed. The highest governing body of SITA SC is the General Assembly, which usually takes place in Belgium in June of each year.

SITA's CEO leads a Senior Leadership Team, which takes responsibility for defining and setting SITA's strategy, policies, and organizational structure. The Senior Leadership Team comprises our most senior executives from across the business. Details on the team can be found at: [www.sita.aero/content/senior-leadership-team](http://www.sita.aero/content/senior-leadership-team).

# INTRODUCTION

Welcome to SITA's first Corporate Social Responsibility (CSR) Report. It describes our approach to corporate social responsibility and some of the activities that we have undertaken. It is intended for our stakeholders and interested parties, and is available to download from [www.sita.aero/csr](http://www.sita.aero/csr). The report period covers the period 1 January 2012 to 31 December 2012. We aim to produce a report each year.

CSR plays an increasingly important role in our business, reflecting the focus placed on it by our customers, partners and suppliers. We first developed a formal CSR strategy in 2010, which helped us to put in place governance, an updated CSR Charter, and an environmental management system.

Since 2010, recognition of the changing environmental and social landscape, the increasing requirements for sustainable business practices, and a clearer understanding of our own environmental impacts, has seen SITA's CSR strategy evolve to focus on three core areas:

- Integrating CSR practices into SITA's business
- Managing the company's environmental impact
- Providing value to SITA's communities.

## REPORT SCOPE

This scope of this report covers the following:

### Social metrics

- All SITA employees
- Employees of subsidiaries and joint ventures

### Economic metrics

- The SITA Group

### Environmental metrics

- SITA employees, and employees of subsidiaries and joint ventures based at a subset of our locations

In compiling this report, we looked to the material issues as identified through the requirements from our stakeholders, including customers, suppliers and employees. These requirements came through requests for information in bids and tenders, responsible supply chain initiatives, and code of conduct compliance requests. As such, this provides the most immediate representation of requirements from SITA in the area of CSR. These requirements have also informed our CSR strategy as a whole. We have therefore prioritized the topics within the report by aligning them to the core areas of the CSR strategy.

When we use the term CSR, we refer to this definition:

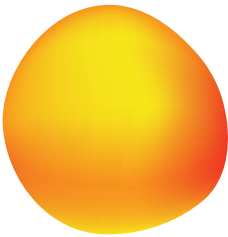
"CSR is a concept whereby companies integrate environmental and social concerns in their business activities and in their interaction with stakeholders on a voluntary basis."

*[EU Green Paper on Corporate Social Responsibility, 2001]*

Report Application Level	C	C+	B	B+	A	A+
<b>Standard Disclosures</b> G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured
G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\*Sector supplement in final version





SITA has used the Global Reporting Initiative reporting guidelines to define relevant content, and identify indicators that relate to the material issues, and for which we have data available to report. We have aimed for GRI Application Level C, as defined in the table shown. This report will also form our annual communication on progress to the United Nations Global Compact (UNGC).

As this is our first report, we do not always have historical figures against each metric. However, where the data is available it has been included. There have been no prior CSR reports containing this information, although we have included some updates on SITA's CSR activity in our Annual Report since 2009.

In some cases the reporting scope has been increased from year to year, showing an increase in impacts. There may also be limitations on the data that we are able to extract from our internal management systems. We expect our reporting capability to be more in depth and complete in future reports.

Environmental data includes information gathered from leased buildings as well as those owned by SITA. There are limitations on the volume of environmental data gathered, as we are currently unable to collect information for all of our office locations. In addition, around 21% of our staff are based in airport locations, or work remotely, which makes data collection difficult.

In April 2012, SITA made changes to its organizational structure, with the creation of four geographic areas: Americas, Asia Pacific, Europe, and Middle East, India and Africa. Where we show information by region, the historical data has had the same geographic definitions applied.

**CSR GOVERNANCE**

We have governance around our CSR activity that helps us to define our strategy, vision, aims and approach. The CSR Steering Group is made up of representatives from across the business, and meets several times a year to propose targets and review progress. In addition, we have a CSR Executive Review Board, comprising key members of our Senior Leadership Team, who review and approve strategy, and support integration of CSR throughout the business. Terms of Reference govern both groups.

**FINANCIAL REPORTING INFORMATION**

For all financial information – including revenues, operating costs, employee compensation, retained earnings, payments to capital providers and governments, and coverage of the organization's defined benefit plan obligations – refer to the SITA Group Financial Statements for the same reporting period, January 1 to December 31, 2012. These are available on request from the Board Secretariat at SITA, after their approval at SITA's AGA on June 19, 2013.

**CSR Governance**

**CSR Executive Review Board**

**CSR Steering Group**

Senior Vice President, Corporate & Technology Services

General Counsel (Head of Legal)

Senior Vice President, Marketing & Sales Operations

Senior Vice President, Human Resources

Director, CSR

CSR

Human Resources

Corporate Services

Purchasing

Information Services

Legal

Global Services

# INTEGRATING CSR INTO OUR BUSINESS



Prior to signature of the UNGC by SITA CEO Francesco Violante, work began in 2011 to align existing CSR activities to the 10 principles of the Global Compact. The adoption of the UNGC principles has enabled the company to ensure that the areas of CSR that are material to our business are being addressed using a clear framework. This allows the measurement and review of our progress, and identification of areas where we need to do more. Continuous improvement against the principles remains an ongoing program.

Supporting the UNGC commitment are SITA's three-year CSR Plan and CSR Charter. In addition, the company's corporate policies aim to ensure that business is always conducted responsibly and in compliance with all national and local laws in areas including labor, health and safety, ethics and the environment.

SITA has a broad range of policies that describe the way in which SITA requires its staff to behave and/or conduct business. These are posted on the company intranet and are accessible to all staff.

Corporate policies cover areas such as ethics, anti-bribery and corruption, health and safety, contracting and expenses. Local policies apply to the specific requirements for each country or geography.



## OUR CSR CHARTER



### Environment

SITA is committed to reducing its impact on the environment through efficient operation of its business, minimizing use of energy, manufactured products, raw materials and other natural resources in every country where it operates.



### Business conduct

SITA is engaged in conducting its business in compliance with applicable laws and strives to apply the highest standards of business practices.

SITA engages in fair, open, and free competition, and maintains solid relationships with its members, air transport industry organizations, governmental bodies and citizens.



### Procurement

SITA only works with suppliers that meet the legal requirements for environmental protection and labor practices. We expect all our suppliers to embrace the principles set forth in our supplier code of conduct.



### Workplace and employees

SITA is committed to providing professional developmental and learning opportunities for all employees - enabling them to maintain their skills and marketability.

SITA compensates employees in line with market practice and provides incentive programs to reward high levels of contribution and performance.

SITA provides a safe and professional work environment to protect the health and well-being of employees and enable them to perform their roles effectively.

SITA respects diversity and is an equal opportunities employer, recruiting and promoting employees based on their skills and proficiency, irrespective of their age, ethnic origin, gender, religion or sexual orientation.



### Community role

SITA strives to act as a responsible corporate citizen in every country where it operates.

SITA's Value in Volunteer Action (VIVA) program enables and encourages employees to participate in activities and projects that benefit the communities where we operate.

SITA may occasionally make contributions to non-profit, global and neutral organizations through corporate donations related to our industry and/or in response to major natural catastrophes. Additionally, SITA regionally may make one-off donations or match staff contributions in specific local circumstances.

SITA is committed to addressing industry issues and developing common standards for the benefit of the air transport industry.

SITA lends its expertise to help engage in constructive actions and public dialogue on issues of importance to the air transport industry.



### Innovation

SITA gains customer satisfaction by offering reliable and high quality products and services.

SITA strives to develop innovative technologies to break ground in new business areas, to help its customers dealing with sustainability related issues and to contribute to the future prosperity of society.

## OUR WORKFORCE

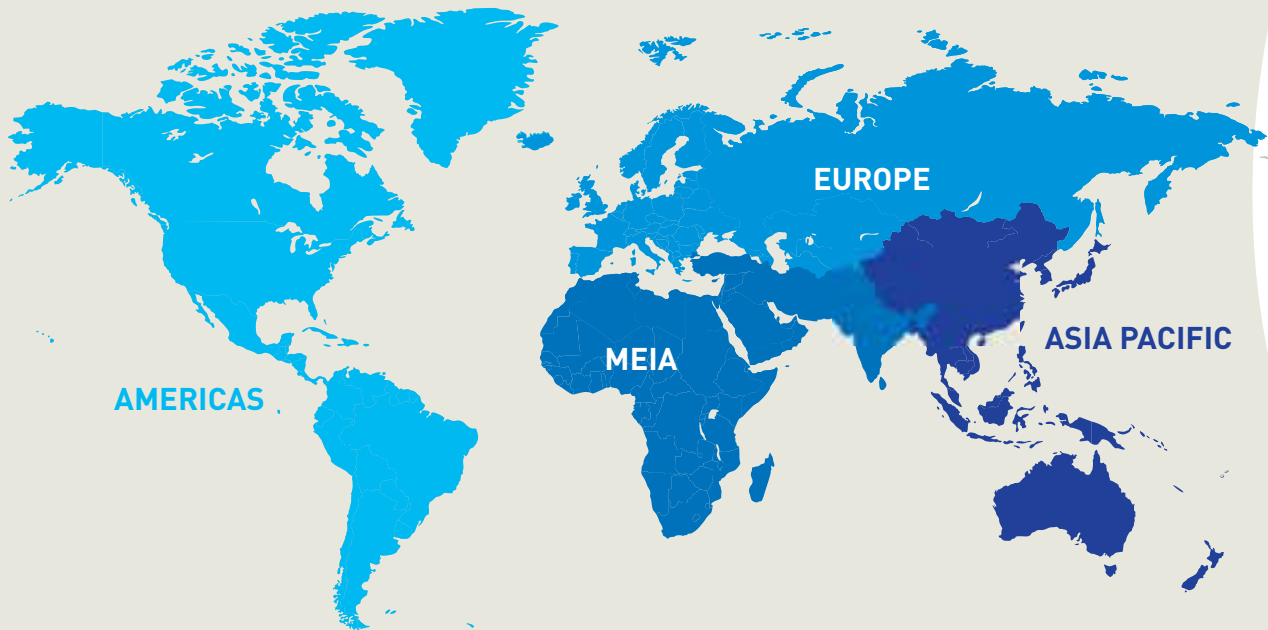
SITA employs a workforce that is unique in its vast geographic, cultural and linguistic diversity, and which distinguishes us from many other companies.

Encompassing 140+ nationalities and speaking over 70 languages, our employees bring a wealth of experience and perspectives to the organization. At the end of 2012, we employed over 4,400 people located in 136 countries.

Of our employee population, 82% are based in locations spanning 20 countries, with the remaining 18% spread across 116 countries. 93 of these locations employ 10 people or fewer.

Almost 80% of our people are based in offices, with the remainder providing support at airports and customer sites, or permanently home-based.

During 2012, the business undertook a restructuring initiative that resulted in changes to operations of the business to increase our organizational effectiveness, and to enable us to operate as closely as possible to our customers.



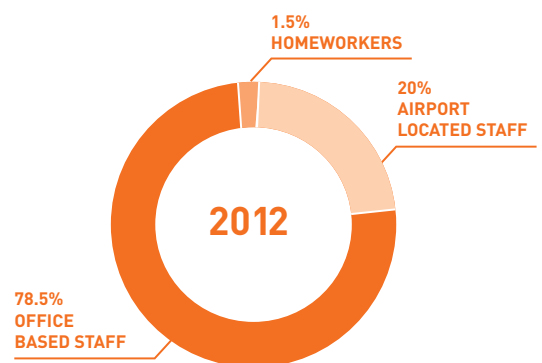
82% of SITA employees are based in these countries

Americas	Asia Pacific	Europe	Middle East, India & Africa
Brazil	Australia	Czech Republic	Egypt
Canada	China	France	India
Mexico	Singapore	Germany	Jordan
United States		Ireland	Lebanon
		Italy	South Africa
		Switzerland	United Arab Emirates
		United Kingdom	

As described in the introduction, this saw the creation of four geographies for SITA's business. Information from previous years has had the new geographic structure applied to enable comparison.

Following the reorganization, we have seen an impact on the number of employees, with some leaving the company. We did however continue to hire new people throughout the year in each of the geographies.

### Breakdown of employee location types



Total workforce by employment type and geography		2010	2011	2012
Americas	Indefinite term	1,510.9	1,479.5	1,371.5
	Fixed term/Seconded	7.0	5.0	2.0
Asia Pacific	Indefinite term	511.5	594.0	567.8
	Fixed term/Seconded	54.9	55.0	38.0
Europe	Indefinite term	1,682.9	1,767.5	1,673.3
	Fixed term/Seconded	49.2	55.6	47.0
Middle East, India & Africa	Indefinite term	679/8	737.8	722.8
	Fixed term/Seconded	13.0	15.0	11.0
<b>Total</b>		<b>4,517.2</b>	<b>4,709.6</b>	<b>4,433.4</b>

Total number of new employee hires by geography		2010	2011	2012
Americas		110	157	105
Asia Pacific		56	131	62
Europe		179	291	117
Middle East, India & Africa		72	120	60

We do not currently compile detailed gender or age information for in-depth reporting, so it has been omitted from this report.

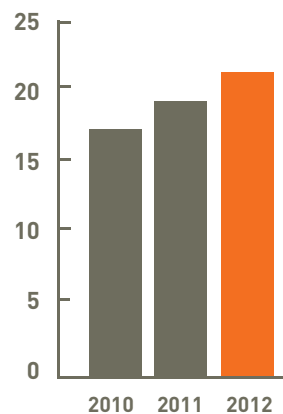
However, since 2009, SITA has been able to track the number of women employed in senior positions (identified as grades 8,9 and 10 – Director level and above). Progress has been positive in this area, with 2012 reporting 20.9% of women in these roles, representing a 4.2% increase on the first baseline measurement in 2009.

Committed to equal opportunity, SITA strongly opposes any form of direct or indirect discrimination, harassment or bullying on the grounds of gender; ethnic or national origin; class; colour; age; sexual orientation; gender reassignment; disability; marital or family status; religion and religious beliefs; employment status; or HIV status.

SITA's equal employment opportunity policy applies to all employment practices and actions, including, without limitation, recruitment, application process, examination and testing, hiring, training, disciplinary actions, rate of pay or other compensation, advancement, classification, transfer, reassignment and promotions.

We do not discriminate on membership or non-membership of a trade union, and of our total workforce, 16.4% are covered by collective bargaining agreements. This represents 17 countries.

**Percentage population of women @ Grades 8, 9, 10**



## TRAINING AND DEVELOPMENT

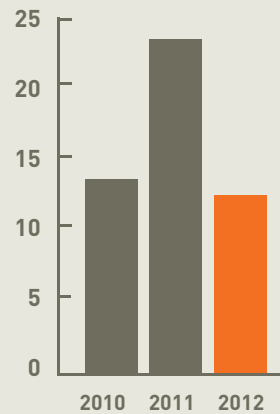
All our employees have clear job descriptions, objectives, and regular performance and development reviews. SITA's Career Framework – and the professional streams within it – provide career paths for employees, with detailed descriptions of each role.

Staff breakdown by profession	2012
Customer Services	45.8%
Technical Development	16.2%
Finance	7.1%
Customer Solutions	6.9%
Project Management	6.6%
Sales	4.1%
Other	4.1%
Product Management	2.8%
Human Resources	1.6%
Administration	1.6%
Marketing	1.0%
Facilities Management	0.8%
General/Business Management	0.8%
Legal	0.7%

A wide variety of training is available on demand through Skillport, our online learning management system (LMS), with over 3,000 courses on both technical and business content available. In addition, employees have instant access to thousands of online books, research reports and best practices through Books 24/7 Online.

Training courses that are specific to our business and the air transport industry are made available to all employees via Skillport, as well as SITA mandated training in areas such as ethics, anti-bribery and corruption, and information security. We also provide training in areas including product management, project management and sales.

Hours of training per year per employee (average)



The number of training hours (49,537) in 2012 saw a decline compared to the previous year when a major training initiative for our service staff rolled out. The majority of hours were delivered through virtual training, with the remainder through classroom training. Of the total hours reported, over 21,000 hours were spent on technical training. We do not capture gender or employee employment type data for training, so it has been omitted from this report. Training courses that included policies and procedures concerning aspects of human rights that are relevant to operations accounted for 7,433 hours, and comprised training in people management, as well as SITA's mandatory corporate and compliance training. See also ethics and anti-bribery and corruption later in this section.

The average number of training hours per person is tracked quarterly and shared via a 'People Scorecard', enabling senior management to address any areas that require attention. Efforts to encourage employees to take up more training and development opportunities are expected to drive an increase in this area.

Individual Development Plans (IDPs) are part of the performance process for every employee, and encourage the keeping of records of training and development. Research indicates that 70% of workplace learning occurs through 'on-the-job' experiences and practice, 20% through others (buddying, coaching, feedback, collaboration) and 10% through structured "off-the-job" training. SITA uses this model as a guideline for balancing the most effective ways to learn. In addition, SITA provides opportunities for continuing professional development through further education and 'time-off to train' initiatives.

“OUR VISION IS TO MAKE SITA A GREAT PLACE TO WORK, AND A BIG PART OF THAT IS ENSURING OUR PEOPLE HAVE CLEAR CAREER PATHS AND OPPORTUNITIES TO DEVELOP THEIR SKILLS.”

**Astrid Warren,**  
Senior Vice President, Human Resources, SITA

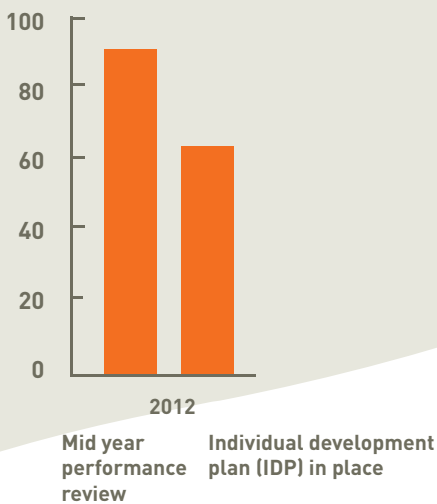
We are pleased to report that in 2012, our level of internal mobility (the degree to which positions were filled by existing employees) showed an increase on the previous year, with 37.8% of roles being filled internally, against 27.8% in 2011. This number is even higher for our senior level roles, with 64.3% of positions being filled internally, against a level of 47.5% in 2011. This was due in part of the changes in the organization put into place during the year. Nevertheless, the degree of internal mobility is encouraging and helps us to retain our talent in the business. Our voluntary attrition rate remains in line with the market at 6.1%.

Managers are encouraged to hold monthly 1-2-1 sessions with their employees to review progress. This provides a scheduled opportunity for feedback, and a platform to raise concerns. With around 48% of employees having a remote manager, this is an important part of the manager’s responsibility.

In 2011, we piloted a Management and Leadership Excellence (MLX) program with our senior leaders, which was subsequently rolled out in 2012 across the business. The program aims to actively build a pipeline of leaders, with an objective to build and create a leadership culture and develop “aspired to” leadership behaviours. The MLX program comprises several streams to address the different audiences within the management and leadership pipeline, and reach each individual in the business.

They include; MLX Core, which forms the foundation for all People Managers; MLX Live, which enhances and drives high performance in people management capability; MLX Advance, which is a select talent development program to create SITA’s future leaders, and MLX Drive, which supports management teams in strategy creation. MLX Shape is a bespoke program to support and facilitate learning within the Senior Leadership Team.

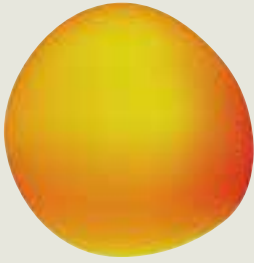
**Percentage of employees with Performance Reviews and Individual Development Plans**



**SITA’s Management and Leadership Excellence Program (MLX)**







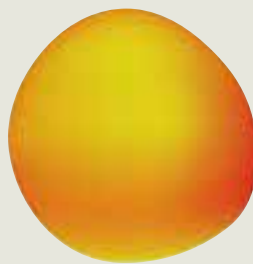
The MLX program is supported by SITA's Leadership Charter which aims to reinforce leadership competencies. It defines what is expected from our managers and leaders, and builds on SITA's 'aCtive' company values (see pullout on Our Values). Together they provide a clear picture of the guiding principles and behaviors expected from all employees, people managers and leaders. These guiding principles are 'brought to life' by our competencies, which formalize the behaviors associated with the guiding principles into a common framework. Depending on an employee's role in the organization, there are a number of ways in which competencies are evaluated:

- **Core competencies** are relevant to all employees in the organization and are evaluated as part of the regular Performance Reviews
- **Management competencies** are evaluated during the Annual Performance Review, and in addition are reviewed using the Upward Feedback Survey, which provides managers with feedback from their direct reports about how they are performing as a people manager
- **Leadership competencies** are evaluated during the Annual Performance Review and in addition are reviewed using the Employee Engagement Survey, which provides our leaders with feedback about their leadership of the organization

**SITA's Leadership Charter**

<b>1. Think customer first</b>	We succeed when our customers succeed
<b>2. Act SITA wide</b>	We are one team, one SITA
<b>3. Be courageous</b>	We lead with courage and integrity
<b>4. Focus energy on resources</b>	We set and align priorities for profitable growth
<b>5. Recognize success, confront mediocrity</b>	We create an environment that drives high performance
<b>6. Raise the bar on capability</b>	We take ownership for building across our teams
<b>7. Take responsibility</b>	We are all committed to SITA's success

Guiding Principles	SITA Competencies	Evaluation	Who
aCtive Values	Core Competencies	Annual Performance Review	All Employees (Grades 1-10)
Leadership Charter	Management Competencies	Annual Performance Review Upward Feedback Survey	All People Managers (Grades 5-10)
	Leadership Competencies	Annual Performance Review Upward Feedback Survey Employee Engagement Survey	All Leaders (Grades 8-10)



SITA runs an employee recognition program called Values in Action. This enables any employee to be nominated for an award (usually to the value of around \$100) as a direct result of them living SITA's values. Examples include outstanding teamwork, customer focus, and responsiveness. It is a successful program and since its inception several years ago has seen many staff across the world recognized and thanked for their contribution to the business.



**OUR VALUES**

**Act with Integrity**

We uphold the highest standards of professional and ethical behaviour.

**Customer First**

We delight our Customers.

**Teamwork & Respect**

We treat the team and individual with openness and respect.

**Innovate**

We generate new ideas and creative solutions.

**Value Creation**

We deliver results that create value.

**Empowerment and Accountability**

We take ownership and are accountable.

**EMPLOYEE FEEDBACK**

We give our workforce an opportunity to feedback through an Employee Survey that looks at three distinct areas:

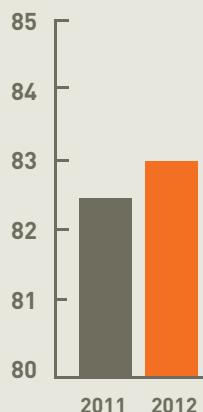
- **Health** – reflecting the environment in which employees work and groups function
- **Pulse** – capturing what employees think about SITA, and
- **Culture** – revealing the workforce's perception of the organization's culture

There are also questions that give employees the opportunity to provide feedback on the Senior Leadership Team. Responses are anonymous, and employees are encouraged to be open and candid with their feedback. The results form the basis of initiatives for senior managers across the business, and each of them is charged with defining actions to be driven personally.

The employee survey usually takes place annually and draws an average response rate of 82% across the business. We also encourage employees to provide upward feedback to their managers on an annual basis.

Employees are able to feedback to any member of staff via a variety of channels, including email, telephone, focus groups or face-to-face. There are also opportunities to ask questions at staff briefings, either during or in advance.

**Percentage of staff who responded to the employee survey**



## ETHICS AND ANTI-BRIBERY AND CORRUPTION

Our Ethics Office, made up of the Heads of the Human Resources, Legal and Internal Audit departments, continued to meet regularly over the course of 2012. Its role includes oversight of confidential channels for the reporting of ethics-related issues, keeping the Ethics Policy under review, and promoting ethics training for staff.

Ethics-related issues can be raised by staff through a reporting facility, which allows matters to be raised anonymously, if so required. Many of the matters reported prove to be more in the nature of an employee grievance and are dealt with by line management or by Human Resources. However, all issues raised are carefully reviewed by the Ethics Office and appropriately dealt with on a confidential basis.

In the course of 2012, we issued a new version of the SITA Ethics Policy, a summary of which can be found on our website. Our commitment to high ethical standards remains unchanged, but we sought to both refresh and simplify the content, referring where appropriate to other areas of relevant company policies. All staff received a message from the CEO, asking them to sign an electronic acknowledgement that they had read and understood the policy. At the end of December, 87% of staff had given this confirmation. A follow up exercise will take place in 2013 to reach the outstanding 13%.

At the same time, we launched the Ethics Office website on our corporate intranet, containing content in support of the Ethics Policy, including a Question and Answer document, and guidelines on gifts and hospitality.

In terms of training, we had already introduced an online Ethics training module in 2010, and had achieved completion rates in excess of 80%. We supplemented this in 2012 by carrying out classroom-based ethics training in all of our major sites worldwide.

The Ethics Office delivered a report in September to the Audit and Risk Management Committee of the Board, in line with that committee's mandate.

SITA also has well-established policies dealing with bribery and corruption, and the use of intermediaries. As a company operating in all parts of the world, a strong focus



*Staff in SITA's Delhi, India, office participating in ethics training.*

is maintained on this type of risk, and the highest standards of business conduct are expected of all staff. A committee made up of Senior Leadership Team members is responsible for monitoring compliance with these policies.

In November 2012 an online training module was introduced dealing with bribery and corruption risks. Completion of this module has been made mandatory for all managers, customer-facing staff and for all staff in certain functions. Course completion is regularly monitored, and the Senior Leadership Team is provided with lists of the names of their staff that have not yet completed the course. If necessary, this will be followed up by individual communications from the CEO. As with the Ethics policy, online training will be supplemented by periodic face-to-face training at the major sites and at the time of management meetings. By the end of the year, 59.8% of eligible employees had completed the training. Of these, 48% were managers, 52% were non-managers.

## RESPONSIBLE PROCUREMENT

Work began on responsible procurement at SITA in 2010, with the inclusion of environmental partiality for suppliers into SITA's Purchasing Policy. Since then, a Supplier Code



of Conduct has been developed and published (available at [www.sita.aero/content/supplying-sita](http://www.sita.aero/content/supplying-sita)) outlining the expectations we have of vendors. Supplier selection is based on the value for money principle. While price is important, we always consider quality, timely delivery, reliability, warranty, safety, security, CSR and after-sales services and support when making a procurement decision.

In 2011, a number of responsible procurement surveys were sent to our suppliers with whom we recorded high volumes of spend, and data were collected and examined to give an initial understanding of the initiatives that had been undertaken by suppliers to SITA. No further action was taken in this area in 2012. However, in 2013 we will be revisiting the program.

As a purchaser we always strive to pay our suppliers on time. We provide details on the company website on our terms and conditions, and provide contact information so that any finance queries can be raised quickly and easily.

### INFORMATION MANAGEMENT SYSTEMS

SITA has a number of information management systems in place which provide data that is relevant to the material CSR issues for the business.

In 2011, SITA implemented a formal global environmental management system (EMS). The EMS is used to capture and record information on our environmental impacts, set targets and provide reporting. The majority of information for this report has been generated from the EMS.

We also use data from our central HR system that captures employee and location information. Our training platform provides details of training hours and courses undertaken across the business.

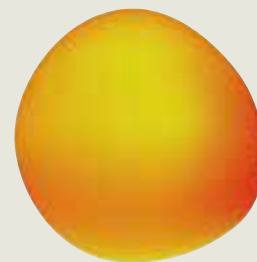
### STANDARDS, CERTIFICATIONS AND ASSOCIATIONS

SITA recognizes ISO 26000 as a reference document that provides guidance on social responsibility, and has used ISO 26000 as a guide to integrate social responsibility into our values and practices. This has been done in parallel with the work around the alignment of SITA's business processes and policies to the 10 principles described in the United Nations Global Compact – signed in July 2012.

The implementation of the environmental management system is a first step to our goal to achieve ISO 14001 certification in a number of key locations. This forms a key stage in SITA's three-year Plan for corporate social responsibility.

In 2012, SITA participated in the International Year of the Cooperative. As part of our business remains a cooperative, it was important for us to acknowledge the benefits of cooperatives to business and communities.

SITA is a member of CSR Europe.



# MANAGING OUR ENVIRONMENTAL IMPACT

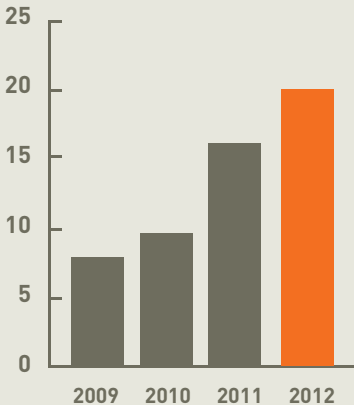
As part of the work around implementation of SITA's environmental management system (EMS), and in readiness for ISO14001 certification, SITA has identified that the majority of its impacts are related to generation of greenhouse gases. This is through normal operation of SITA offices and business travel.

We are able to capture energy use (electricity) for a number of our locations, accounting for around 65% of the staff that are based in offices. We have excluded home and airport-based employees, as we are not presently able to collect data for these groups. Since we first started to capture energy use in 2009 in a baselining exercise, we have more than doubled the number of locations where metrics are collected. The local facilities teams have received training to enable them to enter the data directly into the EMS.

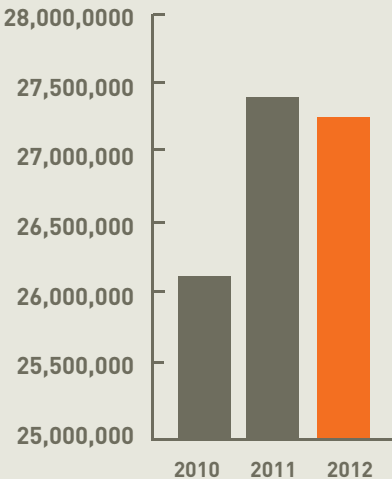
The percentage of staff in locations where we capture energy data should be extended a little further in 2013, but as seen in the section describing our workforce, we have a large number of sites with a low employee presence. With that in mind, our focus in the coming period will be to extend the scope of our reporting in the locations where we capture data to include areas such as water use. Capturing waste data remains a challenge as the disposal of waste in leased buildings is done centrally. We have yet to find a feasible solution to gather information in this area.

As a result of increasing the number of our locations where we capture energy use, we have seen a rise in indirect energy consumption across the reporting period. In future reports, we will use a metric based on energy use per square meter of space to normalize the data. However, we will face a variance where some sites include data center or computer rooms that are using the same energy meter, thus introducing a bias to some sites.

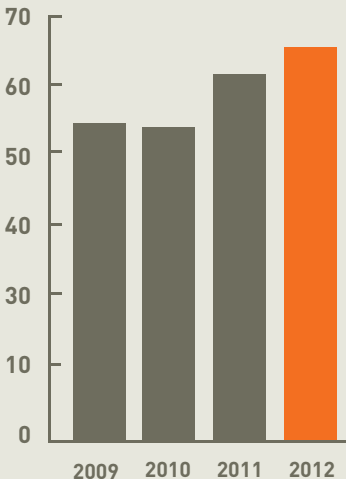
Number of locations where energy use is measured



Indirect energy consumption by primary source (Kw/h)

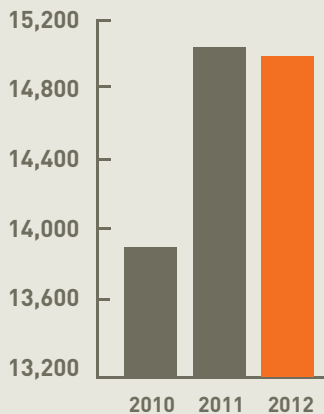


Percentage of employee population (in office locations) where energy use is measured





**Total direct and indirect greenhouse gas emissions by weight (Tonnes)**



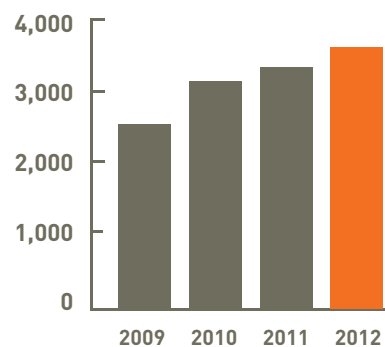
The emissions as a result of energy use have been calculated using the UK Government’s Department for Environment Food & Rural Affairs (DEFRA) figures from 2011, using the energy mix as defined for each country where the energy is used.

Breaking the information down by geography shows that both the Americas and Europe have seen small decreases in volumes of emissions. In contrast, Asia Pacific, and the Middle East, India and Africa have seen slight increases. As the data collection scope is still growing for the geographies, we have not yet assigned any interpretation to the results, although we do know that unseasonably high temperatures in some locations have led to an increase in use of air conditioning for employee comfort. However, the next report should provide more insight, taking into account normalization and changing employee numbers as a result of restructuring that took place in 2012.

Total direct and indirect greenhouse gas emissions by weight (Tonnes) by geography	2010	2011	2012
Americas	8,883.7	9,672.6	9,438.4
Asia Pacific	2,819.0	2,917.5	3,087.4
Europe	1,435.8	1,641.8	1,624.0
Middle East, India & Africa	762.5	808.0	824.6

In 2012 we started to capture emissions from business travel and can track around 85% of our travel impacts. This recorded emissions of 8,403 tonnes of CO<sub>2</sub>e generated. While business travel is essential to our operations, we have also been making the most of the technology available to SITA. We have had videoconferencing rooms available in a number of key locations for some years, accessible by 57% of office-based employees. We have seen a year-on-year adoption in the use of the systems, with a 7% increase on 2011 levels in 2012.

**Number of hours of video conferencing per year**



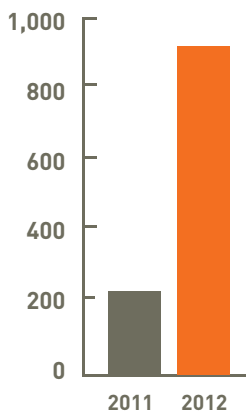
**EVERYDAY ENVIRONMENTAL ACTIVITY**

Environmental initiatives have been implemented in a number of our locations. These include the purchase of paper from (Forest Stewardship Council) FSC certified sources for printers and copiers in the majority of our offices. Almost 70% of office-based employees are in a location with a paper recycling program. Collection points for recycling are available in areas of high paper consumption such as print rooms and photocopier areas, with provision for the secure shredding of confidential documents. The paper collected is recycled via local organizations.

We use multifunction devices for printing in a number of major sites, and have implemented double-sided printing as standard wherever possible. Trials of password protected printing in some locations are also enabling us to reduce the amount of unnecessary printing.

Where adequate local recycling infrastructure exists, SITA offices have installed collection points for polyethylene terephthalate (PET) bottle recycling, as well as batteries and toner cartridges. In 2011, we implemented mobile phone recycling in a number of locations, and saw an increase in both the number of locations where this was available (from 12 to 14) and the volume of phones recycled.

**Number of mobile phones recycled**



SITA uses motion sensitive light detection and timers to reduce the energy used by lighting in its premises, and we work with our cleaning and security staff to ask them to turn lights off as they complete their rounds in the buildings. 68% of office-based employees are in a location where energy saving practices for lighting are taking place.

SITA has also implemented green office guidelines for new locations, which have been most recently implemented in our Sydney (Australia) and Letterkenny (Ireland) locations.

A number of SITA locations encourage the use of public transport and provide a transportation allowance to employees who do not use their cars to travel to work. In other locations shuttle buses are provided to transport staff between stations and the office, to make the use of public transport more appealing.



The rollout of IP-based softphones has enabled a move towards home-working for a number of employees around the globe, meaning fewer emissions from daily commuting, along with an improved work-life balance.

The next generation Data Center that we use in Atlanta is gold LEED (Leadership in Energy and Environmental Design) certified. Among its environmental features are a million-gallon rainwater collection facility for chilled water cooling, with internal humidity controlled by a combination of external air, external humidity and a state-of-the-art humidifier, while server virtualization minimizes energy consumption – meaning a smaller footprint and reduced real estate.

We manage our own corporate IT carefully, buying energy efficient equipment – all our current corporate standard laptops and desktops are EPEAT Gold and Energy Star certified. We have seen the energy requirements of standard office IT equipment decreasing, with laptops showing a 17% reduction and desktops a 10% reduction in power consumption in Watt hours since 2010 (see overleaf).

### ECO-LABEL SUCCESS IN GENEVA

In 2011, SITA undertook an initiative with Sponsorize to work towards certification by the City of Geneva's Eco-label programme. A small team was formed to identify ways that SITA could reduce its impact on the environment in the Geneva office, and how best to quantify that reduction.

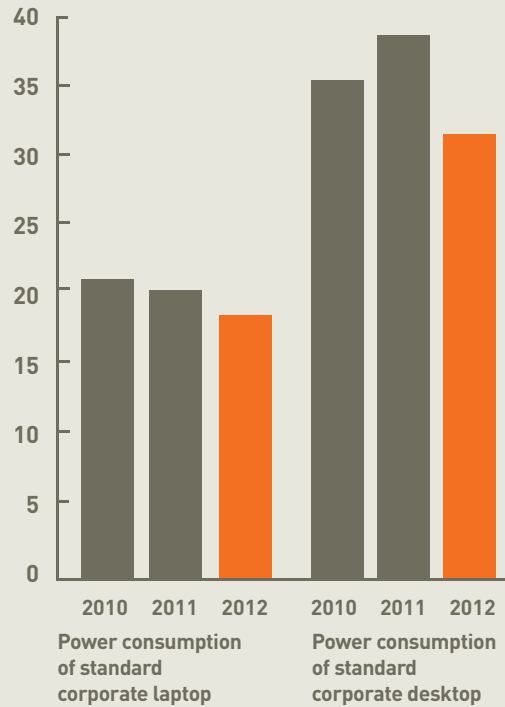
During 2012 a number of activities were started or reinforced, including energy reduction through 'lights out' initiatives, the selection of green energy suppliers, and a programme of recycling that included batteries, paper and mobile phones. As a result, SITA Geneva was awarded the Eco-label for Tri et dechet (recycling), and Energie (energy), at a special ceremony held on 3 December.

Work continues in this area in 2013, with a committee convened to look at how to implement some excellent further suggestions from Geneva staff to conserve energy and reduce waste.

*Left to right: Alina Ionescu, Ursula Hamel and Martin Bonny, representing SITA at the Eco-label awards ceremony.*



### Power consumption of standard corporate IT equipment (Watt hours)



In disposing of IT equipment SITA always aims to be environmentally responsible, and complies with regional regulations for recycling. Meanwhile, our second-user program reclaims decommissioned IT equipment from our airport locations and customer sites, enabling it to be redeployed. This ensures that it continues to be useful, is readily available, and reduces the amount that might otherwise be disposed of.

SITA has been carbon offsetting its printed corporate publications, including the magazine Air Transport IT Review, the corporate brochure and the Annual Report since 2006, and also this CSR Report. We use FSC approved paper, and offset the CO<sub>2</sub> emissions created by the production of the paper and all the print processes up to the point of distribution.

SITA has not recorded any significant spills or received any monetary fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2012.

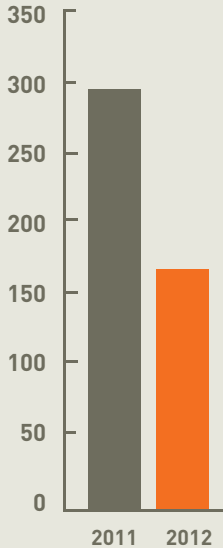


# BRINGING VALUE TO OUR COMMUNITIES

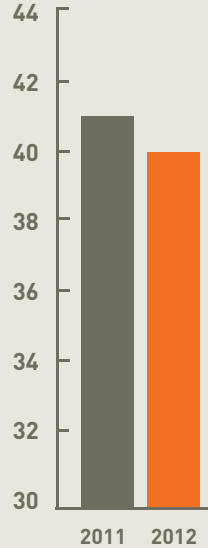
Thanks to SITA's broad geographic reach, our employees are best placed to understand the needs of their local communities, and participate in activities to help them through our SITA Value in Volunteer Action (VIVA) program.

The VIVA program gives all SITA employees a paid volunteer day to support a local community or project. While some relationships with local charities have been in place for many years, VIVA openly encourages participation with existing and new local community initiatives. Both teams and individuals can make a big difference by sharing their skills, knowledge and time with the many communities where we are present around the world. In 2011, when the program was launched, we were able to support over 40 projects in 19 countries. 2012 saw 23 projects helped and 173 volunteering days recorded by our staff around the world.

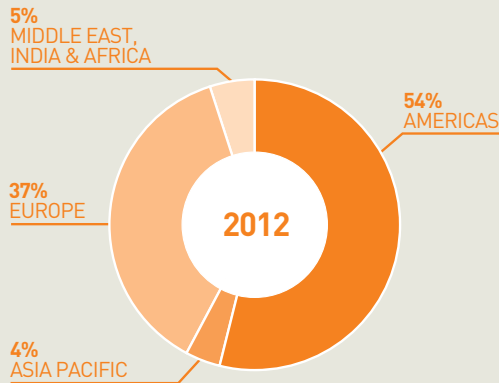
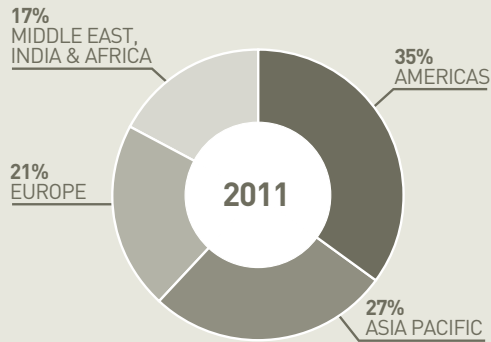
Number of volunteer days taken



Percentage of operations with implemented local community engagement programs



Percentage of volunteer days by geography



SITA has supported the International Federation of Red Cross and Red Crescent Societies (IFRC) for a number of years as its nominated global charity, complementing the numerous country and community causes championed at local offices.

In 2012 SITA contributed US\$14,435 to the IFRC to support its humanitarian efforts during disasters and health emergencies and ongoing work to meet the needs and improve the lives of millions of vulnerable people worldwide.

To date, SITA has donated over US\$225,000 to the IFRC through activities ranging from mobile phone recycling, contributions to specific disaster appeals, and donations made by SITA on behalf of those who respond to our annual Airport and Airlines IT Trends Surveys and brand research surveys.



*Our hard working volunteers at the Foodbank in Sydney (left to right):*

*Renee Brown, Russell Veale, Louella Bradley, Rowan Shedden, John Nuttall (Peter's son), Ramesh Ghadge, Sam Herbert, Lisa Fay, Peter Nuttall, David Halpin, Ivan Kent, Mark Hilton*

## VIVA AMERICAS

Corporate philanthropy activities in the Americas region continued a long tradition of grassroots giving, with a particular focus on feeding the hungry and supporting children in need. Calling themselves the "Bohemia Bunch", 10 SITA staff in New York spent their annual paid volunteer day during the Christmas period sorting and boxing food for Long Island Cares, a local food bank. The 2012 Children's Day Campaign at SITA's Rio office raised US\$660 and a large donation of toys for Movimento Rehabilita Rio, a charity center dedicated to helping children with disabilities.

Staff in Atlanta collected over US\$1,000 and prepared 500 school lunches for the MUST Ministries Summer Lunch Program. 20 staff from SITA's Atlanta office joined forces with Junior Achievement to teach Global Marketplace concepts at a local middle school. Special Olympics Georgia benefited as well from the generosity of SITA's Atlanta staff and their families as they joined in a bowling night to raise US\$1,760. For the third year in a row staff collected donations for the Atlanta Community Food Bank, providing the equivalent of 7,763 meals for people in need in the Greater Atlanta area. A team from SITA Atlanta also spent the day volunteering at the Atlanta Community Food Bank's (ACFB) Product Rescue Center inspecting and packaging salvaged food items.

SITA Montreal employees continued their generous support of community charity Centraide, with their annual fundraising drive in 2012 netting over US\$10,130 through a variety of activities and direct donations. Over the last ten years they have donated around US\$130,000 to the charity. Montreal teams also joined together in teams to collect and portion food for NDG Food Depot, a local food bank, with a number of staff family members joining in the effort.

## VIVA ASIA PACIFIC

In December 2012, 12 members of the SITA North Sydney team used their VIVA volunteer time to spend a day at the Foodbank warehouse, packing tonnes of donated food to be distributed to various charities. Foodbank is the largest food relief agency in Australia and would not be able to operate without local volunteer assistance. The SITA team packed literally tonnes of food which equated to more than 40,000 meals.

*In the warehouse of the ACFB from left to right: Ray Haberle, Larry Thomas, Paula Lankford, Sabrina Hardaway, Kathy Frank, Matt King, Pamela McCoy-Grissom, Dorothy Aenlle, Daniel Chetrit, Cynthia Jackson, and Theresa Harris.*





## VIVA EUROPE

SITA Malta fundraising activities focused around cycling in 2012. In May staff took part in a bike ride organized by the Malta Exercise Health and Fitness Association to promote healthy lifestyles and collect money for charity. In October they were back on their bikes, organizing and taking part for a third consecutive year the annual ride in aid of Maltese charity L-Istrina, contributing to a final total of over USD US\$10,000 raised.

SITA staff in Prague were active in their community throughout the year, organizing a blood drive for the Central Military Hospital during the summer and collecting 47 boxes of donated goods later in the year for Diakonie Broumov, a local civic association, and a local pet shelter as well.

In London in 2012 SITA staff helped raise an Olympic-sized donation of US\$12,183 for their nominated children's cancer charity Christopher's Smile. This was one of the largest organizational donations received by the charity in 2012 and was made possible through staff participation in various raffles, a summer fete, an office rock & roll gig, a Movember moustache-growing campaign, a Christmas market and more. UK staff also donated eight crates of much-needed food to the local Hillingdon Foodbank charity, raised over US\$450 for the London & Slough Run to help the homeless and other people in need, and helped inspire the next generation with workforce experience through the Challenge Network, a UK organization dedicated to bringing local communities together regardless of age, ethnicity or income.

A group from the SITA Geneva office visited Aigues Vertes, a village providing employment and a social network for people with mental handicaps, helping to tend gardens and prepare food for sale. And SITA Frankfurt employees braved the December chill to set up a stall selling gluehwein, punch and gingerbread. They raised US\$425 for El Jaguel de Maria, a children's home in Argentina.

## SITA AND THE CHALLENGE NETWORK

SITA in the UK has been supporting the Challenge Network – a national charity that brings together local people across all generations, ethnic groups and incomes to build a stronger society. The Challenge programme is an intense four-part programme for 16 and 17 year olds delivered as part of the UK government's National Citizen Service (NCS). The programme is comprised of physical and team challenges and social action projects.

Teams have to design two projects: a sponsored activity to raise funds for a charity and a campaign on a social issue they care about. To help solve their challenge, they learn how to develop personally and work as a team. The group also works with a charity partner, visits a professional workplace, and pitches to a panel of 'dragons' for project funding.

In 2012 two groups of 11 teens, with their mentors, visited SITA at the Old Vinyl Factory in Hayes to find out about our business, learn about advertising, communications and social media, and to present a Dragon's Den type challenge for feedback.

The projects chosen by the teams were:

- prejudice at job interviews based on physical appearance
- misconceptions of people's personalities based on their music tastes

Three more sessions are scheduled for the summer of 2013 with SITA.

*One of the Challenge Network teams visiting SITA's London offices in August 2012*

**THE CHALLENGE NETWORK**





*The SITA Beirut office campaign for BASSMA*

*Seated in front: Ibrahim Chaaya*

*Left to right: Nisrine El-Mir, Rafif Nsouli, Reem Assaf, Roubina Mardirian, Ahmad Seblini, Rita Issa, Valia Charo, Nayla Feghali*

## VIVA MIDDLE EAST, INDIA & AFRICA

Effective teamwork distinguished the charitable and fundraising activities in the MEIA region this year. Passenger Solution Line staff in Chennai, India, joined together to raise essential funds to buy groceries and toiletries for an old age home and orphanage run by the Annai Manonmani Memorial Trust. A successful campaign in SITA's Beirut office resulted in a large donation of food and clothing for BASSMA, a non-profit humanitarian organization fighting poverty in Lebanon. And eight SITA staff – plus family and friends – participated in the Dubai 2012 Standard Chartered Marathon 10K charity run. Through sponsorship they raised enough funds for five pediatric wheelchairs for the local Rashid Paediatric Therapy Centre, a charitable organization that provides quality education and therapy to children with special needs.

## ENCOURAGING EDUCATION IN IRELAND

SITA's office in Letterkenny, Ireland, has seen another successful year supporting students of all ages, providing real working life insight and experience.

Together with the Letterkenny Institute of Technology (LYIT), SITA has helped to formulate a Masters Degree Course that is specifically designed around Enterprise Application Development. To date, 25 students have had placements at our Letterkenny office, of which seven of were in 2012.

As a local employer, SITA is committed to contributing to the Letterkenny community, including working closely with LYIT. We believe in the importance of solid training for the next generation of software developers and with the LYIT placement program we have the added benefit of assessing potential candidates for future job opportunities.

We have been running an Intern Program for three years with the University of Ulster (Magee). Students come to SITA in their third year and spend 9-12 months as interns before returning to their college to complete their degree. We welcomed five students in the last year, making a total of 18 since 2010. And, in 2012, SITA's Letterkenny office was highly commended for efforts as a Placement Employer in the Ulster Placement Employer of the Year Awards.

In conjunction with the Irish Government Training and Employment Authority, SITA takes people who have been re-skilled and provide valuable work experience with the aim of helping them to return to full time employment. Last year, SITA provided 12 work placements for re-skilled people. We also provide a similar work experience for secondary (high school) students. Transition year students take a break between the Junior Cert and the Leaving Cert to gain valuable work experience. Already, 31 people have benefited from this programme since 2010.

In a separate initiative, SITA began a second year of partnership with Finn Valley College, Stranorlar. The link-up has an immediate impact for the school by delivering a first class series of sessions based around Skills@Work. It also provides invaluable work experience for eager students with a keen interest in pursuing a career in the IT industry.

The initiative sees SITA employees talking to the students about the real-life skills required in the workplace, such as CV writing and interview preparation. In addition, through 'A Day in the Life' session, they assist the students in recognizing the value of completing the leaving certificate, and help them explore possible career paths. The students will also visit the SITA offices in Letterkenny and witness the many career opportunities that exist in the communications and IT industry, particularly for the air transport industry. This link has been facilitated by the Schools' Business Partnership (SBP) and is an initiative of Business in the Community Ireland (BITCI).

Chris Carlson, Director of Software Development Ireland, SITA, said: "Our employees have been eager to volunteer for the program as they see it as a tangible way to give back something to the local community and a local school. Working with Finn Valley College we will be able to give the students a glimpse into the fascinating world of the air transport industry."

*Our first Masters student intake from Letterkenny Institute of Technology, Ireland: Students Enda Bonner, Kevin Brennan (not in picture), Denis Carr, Raymond Hogan, Patrick Hutchinson, Gerard McHale, Adrian Mullally and Dylan Rathbone. College representative, Gertie Taggart*

*SITA: Mentors Simon McCaughey, David McDyre, Steven Johnstone and Paul Curran. Others not available. Management: Eamon Foy and Maurice Maher*





## SITA SUPPORTS EDUCATION DEVELOPMENT IN SOUTH AFRICA

The future is brighter for students at Missouriilaan Secondary School in Eldorado Park, Johannesburg, thanks to a computer lab built by SITA. The company's sponsorship provided the resources to convert an old classroom into a modern computer lab boasting 43 new computers complete with MS Office and Internet functionality.

SITA employees, together with local youths and teachers, cleared, cleaned and painted the classroom, assembled the furniture and computer equipment, and set up the workstations ready for use. On 29 November 2012 the new school computer lab was formally opened in a ceremony attended by community leaders, learners and SITA staff.

The need for support from international organizations like SITA in this local area is acute. Martin Louis, Principal of Missouriilaan Secondary School, described the situation:

"Most of our learners live in appalling socio-economic conditions, so much so that the school has implemented a feeding scheme where we feed over one thousand learners every day. Unemployment in the area is above 60 percent; most households are single parent homes and some children are orphans. The school has had to take on the role of a catalyst to expose learners to better teaching and learning so that results and socio-economic conditions can improve."

The Missouriilaan lab is just the start of SITA's commitment to IT education in the region. At the opening ceremony, Eta Mohlabi, SITA Regional Director for Sub-Saharan Africa, announced:

"Having realized the importance of access to technology and the fact that so many local schools are in the same position as Missouriilaan, SITA has taken the decision to sponsor a computer lab to a disadvantaged school on an annual basis. Furthermore, we will be granting the top-performing Missouriilaan CAT learner access to the SITA 2014 internal Learnership Program."





*SITA employees volunteered to transform an old room into a secure fully equipped computer lab*

**SUPPORTING BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE)**

SITA's support of the computer lab and related activities helps fulfill the Socio Economic Development criteria defined under Broad-Based Black Economic Empowerment (B-BBEE), a government policy to advance the economic participation of black people in the South African economy.

B-BBEE defines a further six areas for development aimed at restructuring the South African economy to enable the meaningful mainstream participation of black and other historically disempowered people, including Ownership, Management Control, Employment Equity, Skills Development, Preferential Procurement and Enterprise Development.

B-BBEE certification is a pre-selection criterion for many tenders and is often a pre-requisite for our key accounts in the region. When SITA first engaged with the B-BBEE program in 2010 it was certified Level 5 on the B-BBEE scorecard which measures progress in each of these areas. By the end of 2012 SITA had moved up to a Level 4 and was continuing to improve its score with clear and specific plans for employee and community engagement and development in line with B-BBEE goals.



CFF score (Do you believe SITA is a corporately and socially responsible organization, percentage of those who absolutely agree or strongly agree) by geography	2011	2012
Americas	61.7%	61.8%
Asia Pacific	64.8%	72.0%
Europe	48.7%	64.5%
Middle East, India & Africa	68.8%	76.7%

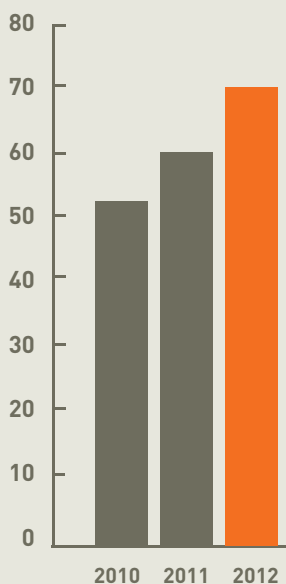
## CUSTOMER SATISFACTION

SITA conducts a Customer First Feedback (CFF) Survey throughout each year, and on closing at the end of 2012, we had received 448 completed surveys. This represents a very high response rate of 54%, and gives credence to our long and strong relationship with our customers. Our 2012 closing results recorded a Customer Satisfaction Index (CSI) of 3.92 versus a target of 3.70 and a Net Promoter Score of +44.2%. This is an excellent performance and compares well with the 2011 figures of 3.78 and +32.6% respectively.

The percentage of customers who are satisfied, very satisfied or absolutely satisfied slightly increased to reach 98.2% (97.9% in 2011). The high satisfaction and loyalty levels reported by our customers are the result of efforts and action plans undertaken to address customers' issues.

As part of the survey, we also ask our customers how they feel about SITA as a 'corporately and socially responsible organization'. With 68.6% of respondents absolutely or strongly agreeing, the 2012 results showed a significant increase over the 59.5% figure for 2010. When broken down by geography we can see the greatest increases in Europe and Middle East, India and Africa.

**CFF score (do you believe SITA is a corporately and socially responsible organization, percentage of those who absolutely agree or strongly agree)**



We ask the same question to our employees in the Employee Survey. Again we have seen an increase in the results, with 67% agreeing that SITA is a corporately and socially responsible organization, compared to the 65% who agreed in 2011.

## SUPPORTING SUSTAINABILITY IN THE AIR TRANSPORT COMMUNITY

In 2012, SITA continued to respond to social and environmental questions from our stakeholders, helping to establish our position as a responsible supplier. As a provider of technology to the air transport industry we can assist our customers in meeting their environmental challenges through IT services and tools that enable them to be more effective and efficient. Examples include:

- Mobility solutions:** Our solutions bring tablet devices to pilots and cabin crew – giving them instant access to charts, documents and passenger information. By removing the need for heavy paper manuals on each flight weight reductions can be made – contributing to fuel savings and lessening emissions.
- Check in kiosks:** SITA's AirportConnect S3 kiosk is manufactured using fewer raw materials, and is lightweight with a small physical footprint – making it lighter to transport. And thanks to the use of low power processor and hard drive technology, it uses less energy than ever before – meaning fewer emissions from energy use.
- Weather forecasting tools:** Our Advanced Weather Service – developed with the UK Met Office – allows airlines to reduce operational time and fuel consumption through better awareness of forecast and actual weather. Aircraft can reanalyze new weather forecasts in-flight by up-linking the latest forecast upper-air wind data to the aircraft's FMS (Flight Management System) through our AIRCOM Datalink service. This can help to optimize fuel and save time by enabling the pilot to fly at optimum flight levels using the new forecast data.

These are just a few of the ways that our products and services help the air transport industry to manage the environmental impacts of air travel.



# PREPARING FOR THE NEXT REPORT

This first report has pulled together information on a number of initiatives in SITA, and we hope in future reports to extend the scope of our reporting. We will face challenges in some areas, due to the widespread nature of our operations, and limitations on data collection. However, we are striving to address some of these issues. Our goal is also to include gender diversity information in our next report.

Our work with the UNGC framework of the 10 principles will continue, as will our support of the Global Compact, and what it represents.

We are working towards certification of our environmental management system in the coming year, and hope to have positive news in this area for the 2013 report.



# GRI INDEX

Profile disclosure	Disclosure	UNGC Principle	Page
1.1	Statement from the most senior decision-maker of the organization. <sup>1</sup>	Statement of continuing support	3
2.1	Name of the organization.	No specific COP requirement	4
2.2	Primary brands, products, and/or services.	No specific COP requirement	4
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	No specific COP requirement	4, 7
2.4	Location of organization's headquarters.	No specific COP requirement	4
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	No specific COP requirement	10
2.6	Nature of ownership and legal form.	No specific COP requirement	5
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	No specific COP requirement	4
2.8	Scale of the reporting organization.	No specific COP requirement	6, SITA Group Financial Statements 2012
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	No specific COP requirement	11
2.10	Awards received in the reporting period.	No specific COP requirement	4
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	No specific COP requirement	7
3.2	Date of most recent previous report (if any).	No specific COP requirement	6
3.3	Reporting cycle (annual, biennial, etc.)	No specific COP requirement	6
3.4	Contact point for questions regarding the report or its contents.	No specific COP requirement	35
3.5	Process for defining report content.	No specific COP requirement	6
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	No specific COP requirement	6

1 We will be better placed in the next report to comment on our achievements and failures of the reporting period, as we work towards improvements from our current position.

Profile disclosure	Disclosure	UNGC Principle	Page
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	No specific COP requirement	6, 7, 12, 19
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	No specific COP requirement	6
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	No specific COP requirement	N/A <sup>2</sup>
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No specific COP requirement	6
3.12	Table identifying the location of the Standard Disclosures in the report.	No specific COP requirement	32
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. <sup>3</sup>	Actions taken to implement principles 1-10	5, 7
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Actions taken to implement principles 1-10	5
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Actions taken to implement principles 1-10	N/A
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Actions taken to implement principles 1-10	5
4.14	List of stakeholder groups engaged by the organization.	Actions taken to implement principles 1-10	6
4.15	Basis for identification and selection of stakeholders with whom to engage.	Actions taken to implement principles 1-10	6

<sup>2</sup> This is the organization's first CSR Report.

<sup>3</sup> We do not currently capture age or diversity information of employees, or conduct gender reporting.

Profile disclosure	Disclosure	UNGC Principle	Page
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	No specific COP requirement	23, SITA Group Financial Statements 2012
EC3	Coverage of the organization's defined benefit plan obligations.	No specific COP requirement	7
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Principle 6	14
EN4	Indirect energy consumption by primary source.	Principle 8	19
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Principles 8 & 9	21
EN16	Total direct and indirect greenhouse gas emissions by weight.	Principle 8	20
EN23	Total number and volume of significant spills.	Principle 8	22
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Principles 7, 8 & 9	30
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Principle 8	22
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	No specific COP requirement	11
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Principle 6	12
LA4	Percentage of employees covered by collective bargaining agreements.	Principles 1 & 3	12
LA10	Average hours of training per year per employee by gender, and by employee category.	No specific COP requirement	13
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	No specific COP requirement	13 – 15
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	No specific COP requirement	14
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Principles 1, 2, 3, 4, 5 & 6	13
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	No specific COP requirement	23
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Principle 10	17
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	No specific COP requirement	30

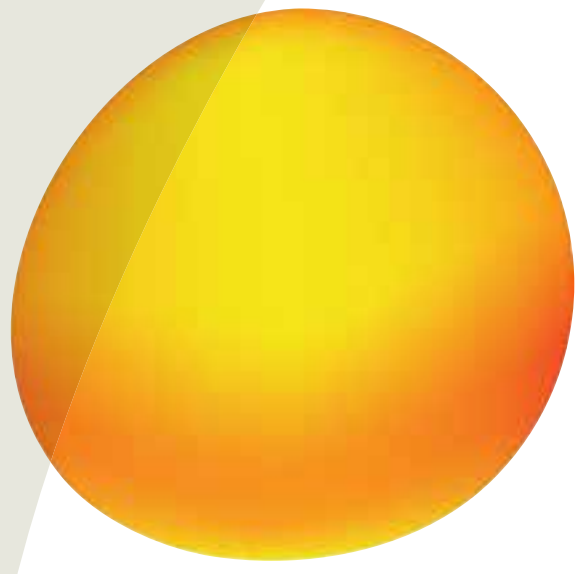
# PROVIDING FEEDBACK ON THIS REPORT

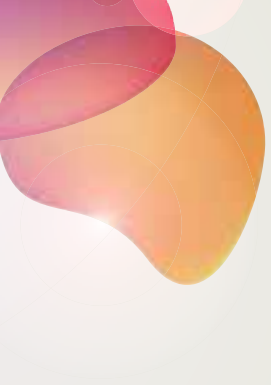
As mentioned in the statement from our CEO, SITA welcomes questions and feedback on our CSR report.

These may be directed to our Director of CSR via e-mail: **csr@sita.aero**. We will address feedback in the next report.

Further information on our CSR initiatives can be found on our corporate website, at **www.sita.aero/csr**.







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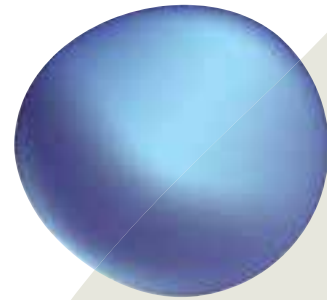
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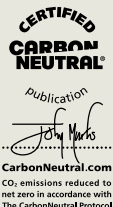
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