

# BRINGING CSR TO LIFE. TOGETHER

SITA GROUP CSR REPORT 2014



**SITA**

Create success. Together™





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## UNITED NATIONS GLOBAL COMPACT TEN 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, labor, 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.

### LABOR

- 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 labor;
- Principle 5: the effective abolition of child labor; 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.



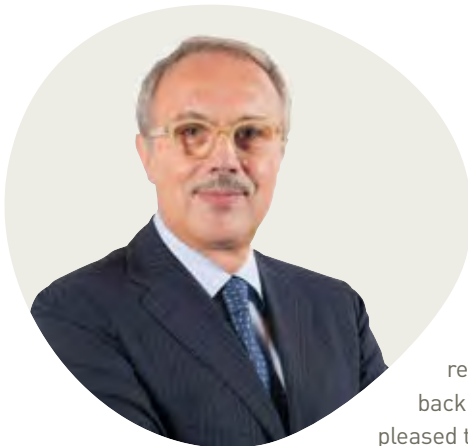
COMMUNICATION ON  
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

# CEO STATEMENT

## WELCOME TO OUR THIRD CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT



In my introduction to our 2013 CSR report, I stated the importance of our long-term CSR strategy, and our commitment to being a responsible business. Looking back at the year in review I am pleased to say that we have made good progress in our three strategic areas:

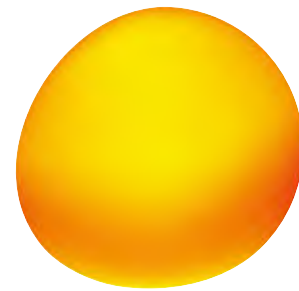
- Integrating CSR into our business
- Managing our environmental impact, and
- Bringing value to our communities

The following pages of this report give more detail on what has been done, but there are a few key areas I would like to highlight.

In July, I once again reconfirmed our commitment to the United Nations Global Compact – recognizing it as an important framework for our approach to responsible business. We continue to use the principles of the Global Compact to inform a number of our actions in the areas of labor, environment, human rights and anti-corruption.

I also took the opportunity to sign the UNGC Call to Action on Anti-corruption, joining many other organizations that support the promotion to governments of anti-corruption measures and the implementation of policies that will establish systems of good governance.

In our own business we retained a keen emphasis on ensuring that our policies and processes support corporately and socially responsible behavior. As part of this activity, we released our global environmental policy in October. Throughout the year, SITA has been implementing ISO 14001 (Environmental Management Systems) across our five largest locations. Three sites gained certification during the year, while the remaining two were certified early 2015.



SITA's major environmental impacts are energy use through operations and air travel. We continue to see reductions in our energy and emissions intensity ratios year on year. However, during 2014 there was an increase in emissions from business travel. As an organization that operates on behalf of our customers in the air transport industry in around 200 countries, air travel is a requirement. Nevertheless, we remain committed to tracking and reporting on our travel – as well as using alternative technologies where we can.

During a trip to India in October, I took the opportunity to join some of my management colleagues in visiting the Divine Mercy's Ward at the Mother Teresa Ashram in Jaipur. This was just one of many volunteering activities that SITA employees participated in across the globe, and I was grateful to be part of it to see first hand the positive impact that can be made on local communities.

Looking to 2015, we will review and develop our CSR strategy so that it remains relevant for our business and stakeholders as the air transport industry evolves. As we address the material issues, my colleagues in the CSR Executive Review Board, together with the CSR Steering Group, will continue to ensure that we deliver on our commitment to be a responsible business.

We encourage and welcome your feedback on our CSR Report via [csr@sita.aero](mailto:csr@sita.aero).

**Francesco Violante**  
CEO, SITA

# SITA AT A GLANCE

**40+**

air transport  
CIOs on SITA's  
Board & Council

**20**

committees  
to set standards

## OWNERSHIP



**430**

SITA air transport  
industry members



**20 Billion**

business and mission-critical  
transactions handled by  
SITA every year for the  
air transport industry

**2,800**

customers



Airlines



Airports



Air  
Freight



Governments



Ground  
Handlers



Air  
Traffic  
Control



Aerospace



Travel &  
Distribution

## AIRPORTS



**126 Million**

passengers via our  
horizon system

**No.1**



baggage tracing  
network WorldTracer  
in use at 2,200  
airport locations



**5,500**

SITA kiosks  
worldwide



**30,000**

CUTE systems in  
use worldwide



**200**

countries  
& territories

**1,000**

airports



**13,500**  
aircraft using  
SITA's aircraft  
communication  
services



**100 Million**  
type B messages  
carried per day

**4.6 Million**  
flight plans delivered  
per year



**1,394**  
VHF ground  
stations  
worldwide



## AIRLINES

## SITA'S GLOBAL PRESENCE



**60**  
languages  
spoken

**140**  
nationalities

## OUR PEOPLE



**4,500**  
employees

**95%**   
of all international  
destinations covered  
by SITA's extensive  
network

## NETWORK INFRASTRUCTURE



**13,500**  
air transport sites  
connected by SITA  
VPN networks

**15,000+**  
IP connections





# OUR BUSINESS





SITA is the world's leading specialist in air transport communications and IT solutions. We have been providing air transport industry communications and IT solutions to airlines, airports, governments, ground handlers and other customers over the world's most extensive network for more than six decades. Our technology is used for nearly every air passenger trip across the globe – and nearly every airport and airline in the world does business with us.

Headquartered in Geneva, Switzerland, SITA is also one of the world's most international companies. Our global reach is based on local presence, with 2,800 customers in 200+ countries and territories. We employ 4,500 people of more than 140 nationalities, speaking over 60 different languages in 137 countries.

SITA has 5 main business divisions:

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

Our portfolio addresses the IT and communications needs of the air transport industry with more than 120 products and solutions. They include managed global communications and technology integration, infrastructure and outsourcing services, as well as services for managing airline infrastructure, airports and passenger operations. In addition, SITA provides services to facilitate flight and aircraft operations and air-to-ground communications, baggage operations, transportation security and border management, cargo operations and more. A full breakdown of SITA's products and services can be found online:

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



### Our subsidiaries

SITA has three subsidiaries:

- OnAir, which is the leading provider of in-flight connectivity,
- CHAMP Cargosystems, the world's only IT company dedicated solely to air cargo, and
- SITA Bureau Services (SBS), our new cloud-based venture which is simplifying billing for the benefit of airlines and Air Navigation Service Providers.

SITA also operates a joint venture, Aviareto, which provides aircraft asset management to the air transport community.

These subsidiaries are not included in the boundaries of this report (see About this Report).

### 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.

There have been no major changes to the organization's size, structure, ownership or supply chain since the last report, issued in 2014.

## ORGANIZATIONAL GOVERNANCE

### SITA Board

The SITA Board (as a unitary structure) supervises the activities of the SITA Group to ensure its effective operations, and reports to SITA Members at the Annual General Assembly. The role of the Board has been modeled on best practice for both cooperative and commercial organizations.

At year-end the Board comprised 12 Directors, including eight Member Directors, three Other Directors\*, and the CEO, with a Member Director serving as Chair of the Board. A Member Director is defined as a Director who is affiliated with a member organization at the time of appointment, while an Independent Director is not affiliated to a member organization at the time of appointment. The term of office for Board Directors, except the SITA CEO, is three years, with one-third of the Board seats being available for re-election each year.

The SITA Board has two standing Committees: the Audit and Risk Management Committee and the Remuneration Committee. The Audit and Risk Management Committee advises the Board on matters relating to financial policy and control, as well as risk management of SITA, while the Remuneration Committee advises the Board on matters relating to SITA-wide remuneration policies.

### SITA Council

The SITA Council plays a significant part in the overall governance of SITA. As a member-representative body, the Council has the role of representing and safeguarding the interests of our membership with the right of final approval over specific, important matters relating to the high-level direction of the organization. The SITA Council is also consulted on any other matter having a material impact on services provided to the SITA members. Finally, and very importantly, the SITA Council is tasked with gathering community opinions and reporting back on their actions.

The SITA Council is composed of up to 34 representatives, 20 from our top 20 customers, 10 airline geographical group representatives, and four industry-specific group representatives. The Council President, who is a representative of a member organization, chairs the SITA Council.

The SITA Council has two standing committees. They are the Nomination Committee, which recommends SITA Board Directors and SITA Council President and Deputy President for appointment by the Annual General Assembly, and the Membership Committee, which addresses membership policy and rules.

### Gender split and average tenure across SITA's governance structure

	SITA Board	SITA Council**	Nomination Committee	Membership Committee	Remuneration Committee	Audit & Risk Management Committee
Average tenure (years)	5.5	2.3	2.5	6.7	5.6	4.7
Gender split	<b>WOMEN</b> 27.3% <b>MEN</b> 72.7%	<b>WOMEN</b> 6.5% <b>MEN</b> 93.5%	<b>WOMEN</b> 0% <b>MEN</b> 100%	<b>WOMEN</b> 0% <b>MEN</b> 100%	<b>WOMEN</b> 40% <b>MEN</b> 60%	<b>WOMEN</b> 25% <b>MEN</b> 75%

SITA does not gather information on the age of members of its governing bodies.

\*Other Directors are not SITA Members, and are therefore independent.

\*\*The SITA Council was formed in 2012.



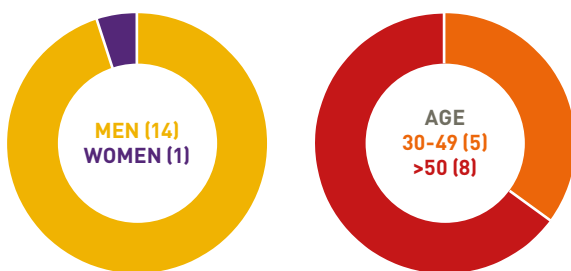


### SITA Senior Leadership Team

SITA's CEO leads our Senior Leadership Team, which takes responsibility for defining and setting SITA's corporate strategy (including economic, environmental and social aspects), policies, and organizational structure. The Senior Leadership Team comprises our most senior executives from across the business: the heads of each of the business areas, functions, geographies and the CEO Office. Further details can be found at:

[www.sita.aero/about-us/sita-management](http://www.sita.aero/about-us/sita-management).

### Gender split and age range across SITA's Senior Leadership Team



### ECONOMIC PERFORMANCE

Sustainable and profitable growth remains a critical part of SITA's 2020 business plan and evolution. Our results show steadily rising revenues. Though impacted by market conditions, SITA's 2014 revenue figure grew by 4.3% to US\$1,710m, including over-recovery\*. This compares to figures of 4.0% (US\$1,633m) in 2013, and 3.5% (US\$1,570m) in 2012. For more detailed 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, 2014. These are available on request from the Board Secretariat at SITA after their approval at SITA's AGA on June 17, 2015.

\*As a cooperative, each year SITA SC returns any excess between income and expenditures to its Members.

### INDUSTRY ENGAGEMENT

Our community remit ensures close ties to industry associations, such as the International Air Transport Association (IATA), International Civil Aviation Organization (ICAO), Civil Air Navigation Services Organisation (CANSO) and Airports Council International (ACI). We bring together community stakeholders to address the global challenges of our rapidly evolving industry in global, regional and national forums. Our place at the heart of the air transport industry enables us to advance industry interests and help solve community issues, through working with associations related to:

- Aircraft communications
- Airports
- Aerospace
- Flight operations
- Government
- Passenger and travel services
- Logistics
- Internet

See more at: [www.sita.aero/about-us/working-for-the-community/industry-associations](http://www.sita.aero/about-us/working-for-the-community/industry-associations).

In addition to these industry initiatives, SITA engages with its stakeholders in a number of different ways. We listen and respond to the needs and feedback from our members and customers through channels such as:

- The SITA Council
- The SITA Board
- The SITA Annual General Assembly
- The Customer Advisory Board
- SITA user groups
- Driving of – and participation in – industry standards and initiatives
- Feedback channels such as surveys and interviews
- SITA's annual Customer First Feedback program

See also: 'About this Report'.

## INNOVATION

As SITA strives to continuously simplify and streamline the end-to-end passenger journey, innovation plays a critical role. Part of SITA's value to air transport is our collaboration with customers and industry partners to explore new technologies across the journey, for the potential benefit of the community at large.

We demonstrated our technology leadership in a number of areas during the year, including co-innovation with customers and partners, as well as participation in industry research programs. Through the SITA Lab – described in one journal as the Google X of the air transport industry – we remain at the forefront of testing how new technologies can enable a 'connected traveler experience' for the air transport community.

For example, research into Bluetooth low energy beacons highlighted great potential for the technology to trigger better passenger experiences and efficient passenger flow. Based on SITA's work with airlines and airports across the world we saw the necessity for an industry approach to beacon deployment. To ensure consistent industry-wide deployment, SITA introduced a Common Use Beacon Registry and has been working with airports, airlines, IATA and ACI to define standards around beacon deployment and use.

The Lab made continued progress collaboratively innovating with customers in many other areas, such as Near Field Communication (NFC), mobile boarding passes, drones and more. One headline-grabbing initiative involved the SITA Lab's exploration of wearable technology – including smart glasses and smart watches. A trial of Google Glass and Sony SmartWatch with Virgin Atlantic attracted particular interest globally. Wearable computing promises great potential in the areas of operations, customer services, security and immigration in the air transport industry.

## COMMUNITY VALUE

SITA brings value to the air transport industry through its work to develop innovative solutions to community-wide issues. By exploring new technologies that have potential benefit to the air transport community as a whole, we can address community issues with common approaches and shared services, with a focus on reducing costs, increasing efficiencies and introducing new ways of working.

In addition, SITA's members derive value through our selective focus on infrastructure, applications and services that provide the foundations for a stronger industry over the long term. They can plan and operate their services in the knowledge that SITA offers services everywhere, including remote and challenging locations, and members benefit from SITA's neutrality and independence.

## OPERATIONAL EXCELLENCE

With the air transport industry's increasing dependence on an always connected ecosystem, availability and reliability have never been so critical – making information and communications infrastructure more strategic than ever. SITA Global Services (SGS), our unified global customer service organization, retains a commitment to the principle of 'service excellence every time'. Customer support is provided by over 2,000 dedicated aviation IT specialists and engineers located throughout the world.

Investments in our Command Centers, Next Generation Data Centers and Service Desks to improve service quality and availability have seen positive results. In 2014 a drop of 33% in major incidents was reported, along with a 38% reduction in major incident hours, while service availability targets for all SITA's core applications were met.

## DATA PROTECTION AND INFORMATION SECURITY

SITA respects and protects the privacy of our people, customers, third parties, business partners and others. In addition, we expect all our employees to safeguard any SITA, third party or other confidential information to which they may have been given access.



### Managing information security

SITA's Corporate Information Security Office (CISO) operates a comprehensive foundation for managing information security for our business. Our policies, standards, guidelines and control framework are all aligned to standards and best practices (those described in the ISO 27001 in particular), and reinforce our commitment to protecting our assets as well as those entrusted to SITA by our customers.

We retain a strong focus on embedding appropriate information security practices into the conduct of our business, such as product development and refresh, and through services including the ATI Cloud and SITA Bureau Services.

CISO's Security Threat and Operational Risk Management (STORM) function provides contextual analysis of the tactics, tools and procedures used by attackers, and shares this analysis across SITA to continually reduce the likelihood and impact of a successful attack. Through security assessment and penetration testing, STORM assesses our exposure to security vulnerabilities and threat actors.

CISO also provides stewardship and coordination of information security management to drive adoption of good practices across our workforce, and to ensure that our employees maintain awareness of security risks and how to manage them.

### PCI compliance

For a number of years SITA's PCI Compliance Program has provided a framework for managing SITA's payment card industry data security standards compliance (PCI-DSS) obligations, a common set of internationally applicable security requirements that is specifically designed to provide protection of stored cardholder data.

The PCI program provides compliance oversight and governance, defines roles and responsibilities in specific areas of the business as they pertain to payment card data (including but not limited to reservation and fares systems). It also provides staff training and awareness, and coordinates annual certification activities.

### CUSTOMER SATISFACTION

In 2014, SITA recorded our highest customer satisfaction score of 4.10 (out of 5), with 98.4% of customers satisfied, very satisfied or absolutely satisfied and a Net Promoter Score of 59%. This maintains SITA's position firmly in the top quartile among IT service organizations globally.

### OUR AWARDS



#### AVIATION IT SERVICE PROVIDER OF THE YEAR 2014

African Airlines Association, for the second year running



#### BEST AIRPORT IT SERVICE PROVIDER 2014

Emerging Markets Airport Awards

#### 2014 ORACLE EXCELLENCE AWARD

for Sustainability Innovation



#### 2014 ORACLE LEADERSHIP AWARD

for Finance, Europe, Middle East and Africa

#### BEST MOBILE TECHNOLOGY INITIATIVE

for American Airlines' beacon deployment at Dallas Fort Worth Airport, 2014 Future Travel Experience Global



#### SMART TECHNOLOGY AWARD

The Wearables 2014, SITA and Virgin Atlantic Airways



#### BEST PASSENGER ASSISTANCE INITIATIVE

for Virgin Atlantic's Google Glass project 2014 Future Travel Experience Global



#### NO. 1 FOR INNOVATION, 2014

Australian Airports Association's National Airport Industry Awards: Melbourne International Airport, using SITA's passenger self-service solutions

# CSR AT SITA

## OUR CSR STRATEGY

When we refer to corporate social responsibility (CSR) at SITA, we include the social, environmental and governance aspects. We address these areas within our CSR strategy, pulling them together under three key threads:

- Integrating CSR practices into our business
- Managing our environmental impact, and
- Providing value to our communities.

This focus reflects the importance SITA places on being a responsible business, and the changes that we have made in our operations to align to international frameworks such as ISO14001 Environmental Management Systems. SITA also supports the United Nations Global Compact (UNGC) and our CEO reconfirmed our commitment to the UNGC principles in July. In addition, SITA joined the UNGC Swiss network during the year.

Our strategy is underpinned by our CSR Charter, which describes six guiding principles that drive our approach to CSR in the business.

- **Reducing our environmental impact** by measuring, reporting and minimizing the use of energy and resources
- **Conducting business responsibly** in compliance with applicable laws, and supporting fair, open and free competition
- **Engaging with our communities** by addressing industry-wide issues for air transport, and acting philanthropically in the countries where we operate
- **Supporting responsible supply chain practices** and reviewing our supply chain for environmental and social performance



- **Innovating** to create high quality products and services that meet the evolving needs of our customers, supporting their sustainability challenges and contributing to the future prosperity of society
- **Enhancing the workplace** as a fair, diverse and equitable employer, providing professional developmental and learning opportunities in a safe working environment.

### MANAGEMENT APPROACH

SITA's CSR office is managed by dedicated resource and reports into the Senior Leadership team. It is complemented by the CSR Steering Group that is made up of representatives from across the business. Their role includes proposing targets, and tracking and reviewing progress. Additionally, the CSR Executive Review Board, comprising key members of our Senior Leadership Team, reviews and approves strategy, and supports integration of CSR throughout the business.

Throughout this report, reference is made to the management approach to addressing SITA's material issues – detailed in the About this Report section. Many of the aspects are incorporated into standard business practice such as corporate policies and established processes. These ensure that we always act responsibly and in compliance with all national and local laws in areas such as labor, health and safety, anti-bribery and corruption, ethics and the environment. In addition, local country policies are implemented where required.

SITA adopts a precautionary approach through a corporate risk register. It addresses a number of areas and includes aspects related to the environment. SITA's Internal Audit and Risk Management team conduct reviews on a quarterly basis, and the reports are shared with our Senior Leadership team, as well as the Audit and Risk Management Committee (see About SITA). In addition, the SITA Board conducts an annual review of the corporate risk register.

The economic and operational aspects of the business are reviewed monthly at a minimum by SITA's Senior Leadership team. Issues related to environmental and social factors are assessed throughout the year by SITA's CSR Office, and on at least a quarterly basis, through the CSR Steering Group and CSR Executive Review Board.

### DOING BUSINESS THE RIGHT WAY

We operate in over 200 countries and territories, in diverse, cultural, political and economic environments. Wherever we are in the world, we are committed to doing business the right way by acting honestly and fairly, complying with laws and regulations and adhering to policies and procedures.

### THE INTEGRITY, COMPLIANCE AND ETHICS (ICE) PROGRAM

A dedicated Compliance team was created in 2014 which reports into the General Counsel and is accountable to the Ethics Office. The priority for the team during the year was the development of the Integrity, Compliance and Ethics (ICE) Program, which was successfully launched in March 2015 with endorsement from the CEO and Board of Directors.

ICE acts as an umbrella program bringing together compliance activities on anti-bribery and corruption, trade controls, data protection and competition. The governance of ICE is based on best practice guidance which identifies the following five key elements of a successful program: leadership, risk assessment, standards and controls, training and communication and monitoring.

**CSR Executive Review Board:** Ian Riddell, SVP, Corporate & Technology Services (Chair), David Greaves, General Counsel, Astrid Warren, SVP, Human Resources, Arthur Calderwood, SVP Marketing and Sales Operations



## STANDARDS (POLICIES, PROCEDURES AND GUIDELINES)

Our standards currently include the Ethics Policy, Anti-Bribery and Corruption Policy, Agents and Intermediaries Policy and Hosting and Gifting Guidelines.

These and related resources are available on our company intranet site. Our Supplier Code of Conduct, together with summaries of our standards, is available on the public website.

These standards also apply, to the extent appropriate, to our third parties and business partners.

## TRAINING

Raising awareness of and educating employees on our standards and the applicable laws and regulations is a fundamental part of our compliance governance. There are a number of challenges in delivering a program of this nature across more than 200 countries and territories, including language, culture and logistics.

Since 2010, all employees are required to complete mandatory e-learning on our Ethics Policy. Targeted mandatory e-learning on anti-bribery and corruption is provided to employees on a risk based approach, which is further supported with face-to-face training.

## RISK ASSESSMENT

Since 2013 we have carried out annual standalone compliance risk assessments to identify those business areas which have the higher risk of a compliance breach, often associated with high risk territories. These high risk areas receive additional focus and support including further training and guidance. Compliance and ethics risks are also reviewed as part of our annual corporate risk management process.

## IMPLEMENTATION

### How are the standards cascaded?

Standards are mandated across the business and apply to all employees. The company intranet is the primary means of making each of the standards available to employees.

Education on the standards is also built into each of the e-learning modules and all face-to-face materials.

### How is the training given?

In 2014 our Legal, Regulatory and Compliance team provided face-to-face training sessions on anti-bribery and corruption in a number of locations around the world. Our General Counsel also delivered face-to-face training to the Senior Leadership Team.

## EFFECTIVENESS

### Ethics Office

The Ethics Office is responsible for oversight of compliance with our Ethics Policy, which includes the review of investigations into potential violations. The Ethics Office will periodically engage Internal Audit to assist in this role.

### Ethics Hotline

There are a number of different ways our employees can report a concern, including through their line manager, another manager in their function or a member of the Compliance or HR teams. Alternatively, an online report can also be made directly to the Ethics Office, anonymously if preferred.

All reports are investigated promptly and thoroughly and feedback on results of the investigation is provided in a timely manner. Where appropriate, disciplinary action up to and including dismissal is taken and/or additional guidance and training provided.

SITA does not tolerate retaliation against anyone making reports in good faith and/or assisting in an investigation. Any retaliation will be treated as a violation of our Ethics Policy.



## ICE GOING FORWARD IN 2015

During 2015 the company plans to further develop the ICE Program in a number of ways including:

- Refreshed Code of Conduct to replace the Ethics Policy. This will serve as more than just a policy statement on how we do business, but also act as a valuable resource, cross referencing to applicable Standards and other useful resources and tools;
- Annual e-learning module on Code of Conduct to all employees and annual targeted e-learning module on anti-bribery and corruption on a risk based approach;
- Presentations to our Board of Directors and Senior Leadership Team and face-to-face 'train the trainer' sessions to local managers and subsequent cascaded site level training to targeted groups based on a risk based approach;
- Annual certification of the Code of Conduct;
- Annual benchmark survey to audit the effectiveness of our Program; and
- Refreshed Anti-Bribery and Corruption Policy and supporting Standards.



## UNITED NATIONS GLOBAL COMPACT 'CALL TO ACTION'

In 2014 our CEO signed the United Nations Global Compact 'Call to Action'. This is a call to governments to promote anti-corruption measures and to implement policies that will establish systems of good governance. The 'Call to Action' was presented to UN Secretary General Ban-Ki Moon at the UNGC 10th Principle Anniversary in New York in December.

## HUMAN RIGHTS

The nature of our business means that while we are ever cognizant of the risks of human rights abuses, they are an area of low risk for our organization. Our responsible supply chain self-certification references human rights – specifically in the areas of non-discrimination and harassment, child labor and human rights, and sourcing from conflict countries – as well as disclosure of penalties related to these issues. To date we have received no responses that have given us concern.

### Appropriate behaviors

Our Ethics Policy clearly states the expected behaviors of those who work with us. Harassment in the workplace is strictly prohibited. This includes any behaviour toward another person based on that person's race, colour, gender, age, disability, religion, nationality, or sexual orientation, which is unacceptable and personally offensive to the recipient.

Our SITA office in India has a sexual harassment policy and complaints committee to deal with any concerns, with all employees in the country notified of the policy, the committee, and the requirements on behaviour. They have the company's assurance that any complaints will be handled promptly and thoroughly.

### Forced labor

We do not consider there to be any risk of child labor, forced or compulsory labor, or loss of freedom of association and collective bargaining in any of our operations. All employees have contracts in place, and SITA does not retain any original identification documents for any purpose. Freedom of movement is exercised for all employees across all sites and countries. Our Ethics Office is available for any employee wishing to raise a concern in this area.

### Training

Through our online Learning Portal, all employees are able to access a number of training courses that cover content in all areas of human rights.



## RESPONSIBLE PROCUREMENT

SITA's procurement reaches across the globe – with around 7,000 suppliers providing goods and services to the company. Around 95% of spend is with the top 1,300 suppliers. 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. A clear Supplier Code of Conduct is published on our website for organizations wishing to work with SITA that outlines our expectations on vendors and service providers.

During 2014, SITA targeted a sample of suppliers in identified countries of risk in the UNGC areas of labor, human rights, anti-corruption and environment with a requirement to self-certify through an online evaluation. In total, 34 suppliers completed the assessment, almost double our target for the year. SITA continues to evolve the procurement process, including evaluating contracts and suppliers, and updating the corporate Purchasing Policy.

As a responsible business 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 addressed quickly and easily.

A new e-learning course on Responsible Procurement at SITA was developed in-house and launched mid 2014 as a mandatory course for our purchasing team and open to all staff. The course details our commitments as a signatory to the United Nations Global Compact specifically as they relate to our supply chain. By year-end all the target employees (23 staff) had successfully completed the course and nearly 40 more had taken it voluntarily.

With this new mandatory training for our purchasing staff, our knowledge and capabilities in the area of responsible and sustainable procurement has reached a high level of maturity.

In October SITA was awarded an Oracle Award for Sustainability Innovation for the successful implementation of its strategic financial system. It has moved traditional paper based processes online, saving time and paper, and enabling a smoother transaction process for both suppliers and SITA.

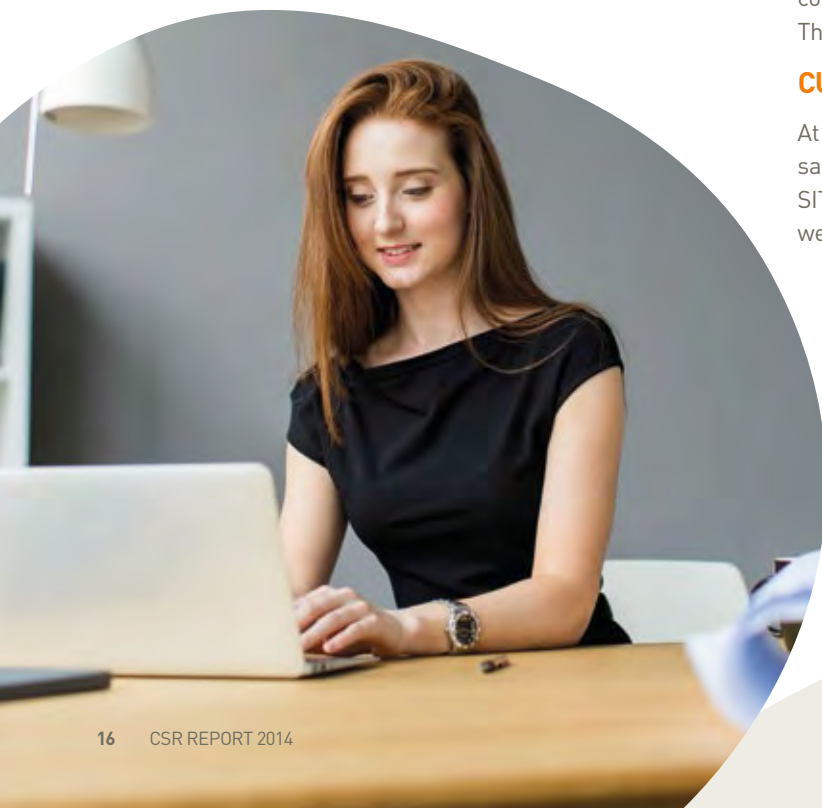
## TARGETS

SITA's CSR Steering Group set a number of targets for 2014. These are validated by the CSR Executive Review Board, and tracked throughout the year. The table opposite shows the status as of year-end.

In addition, a number of areas were baselined throughout the year, including the paper consumption, water consumption at sites where the data is available, and energy consumption of the corporate computer estate (where the capability exists). The results are shown right.

## CUSTOMER FEEDBACK

At year-end, we reviewed the results of our annual customer satisfaction survey. Overall satisfaction remains high (see About SITA), while in the area of CSR 93% of our customers agree that we are a corporately and socially responsible organization.



Indicator	2014 Target	Result
Reduction in average power consumption [in Watt hours] per unit for the corporate standard laptop	5% for year	○
Reduction in average power consumption [in Watt hours] per unit for the corporate standard desktop	5% for year	○
Percentage of production corporate servers virtualized at 20 large and medium sites	5% for year	○
Air travel emissions data capture	90% of all travel	○ <sub>1</sub>
Increase in use of video conferencing suites	2% increase	○ <sub>2</sub>
No increase in electricity consumption intensity (where the ability is present for measurement)	0% increase	○
Emissions intensity measurement capability	Ability to calculate	○
Update standard contracts to reinforce expectations on suppliers against the UNGC principles	June 2014	○ <sub>3</sub>
Create e-learning course on UNGC principles for purchasing team, with 100% purchasing team completion	December 2014	○
20 suppliers in high-risk countries to self-certify using SITA's responsible supply chain assessment	December 2014	○
Percent of new employees undertaking SITA ethics training within 90 days of joining	100%	○ <sub>4</sub>
Percent of SITA employees to complete an ethics training refresh within 24 months	99%	○ <sub>3</sub>
Percent of target audience who have completed anti-bribery and corruption training	95%	○ <sub>3</sub>
Customer first feedback: Do you believe that SITA is a corporately and socially responsible organization? Percent of top two responses (absolutely or strongly agree)	67%	○
Number of volunteer days taken by SITA staff	180	○

○ = Fully achieved    ○ = Within 5% of target    ○ = Not achieved, or < 5% of target

1. Currently restricted by the reporting capabilities of the non-corporate agency booking countries.
2. While 2014 did not reach the target it still represents a slight increase on the previous year. The figure does not take into account the use of resources such as desktop or mobile device video conferencing.
3. This is being addressed and reinforced as part of the new compliance program in 2015.
4. 81% of employees had taken training within 90 days, the remainder outside the 90 day period. The process for ethics training for new employees will be reinforced in 2015 as part of the new compliance program.

Baseline area	Measure
Track power consumption of total SITA internal estate where DSM is enabled	163.1 MWh (estimated)
Water consumption across key sites	Atlanta, Paris, Geneva and Singapore
Paper consumption in key sites	Information available for 16 sites

# SITA AND THE ENVIRONMENT

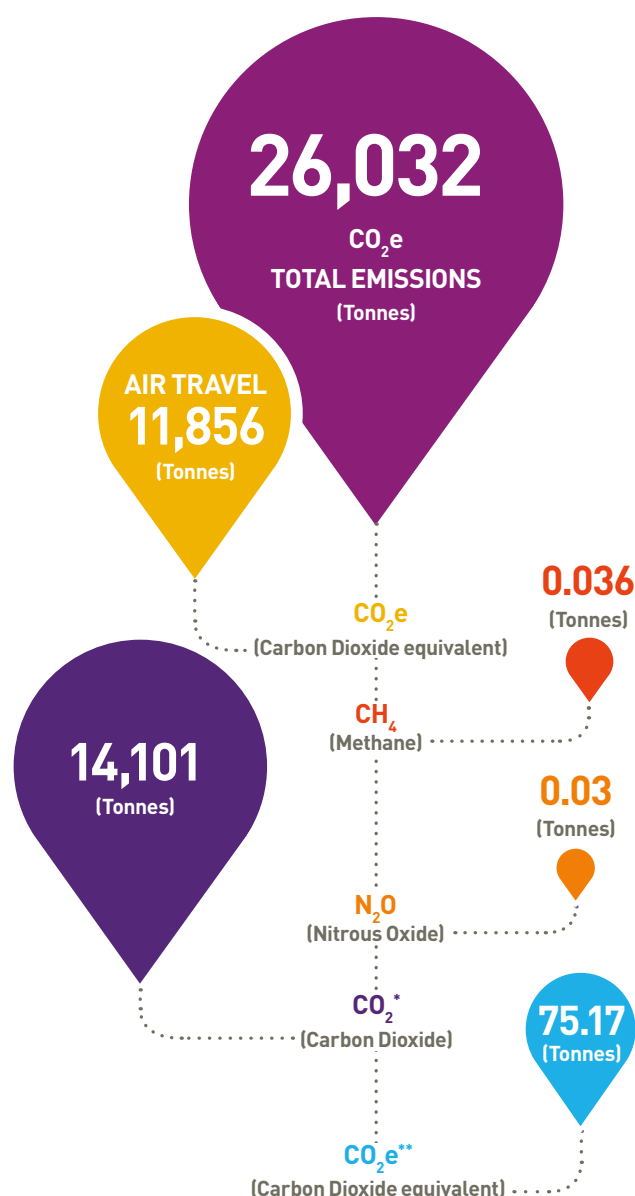
The main environmental impacts of the organization have been identified as energy consumption and subsequent emissions related to normal business operations and emissions from business air travel. In order to report the data on each, the information is recorded by site and entered into SITA's Environmental Management System (EMS). The EMS enables us to track a variety of environmental and social indicators (See CSR at SITA).

There were no fines or non-monetary sanctions related to environmental compliance during the reporting period.

## TRACKING ENVIRONMENTAL IMPACTS

SITA has been able to measure and track its environmental impacts since 2011, when we established a full year baseline for energy consumption. Initially we were able to gather data for 56% of our office-based operations. Today, the figure is 77% – which represents 24 sites in 18 countries around the world, including our top 10 largest sites (62.3% of our office-based population, and shown in bold below).

There are some limitations, however, to the fullness of data that can be collected against environmental data, as a result of SITA's breadth of operations. In the majority of SITA's sites we are tenants, and energy consumption may not be metered, or is pro-rata against all the building's tenants. Therefore, some assumptions are made in the energy information provided to SITA and entered into our environmental management system.



Americas	Europe	Middle East, India and Africa	Asia Pacific
<b>Atlanta, USA (2 sites)</b>	Frankfurt, Germany	Amman, Jordan	Hong Kong Town, Hong Kong
<b>Islip, USA</b>	<b>Geneva, Switzerland</b>	Beirut, Lebanon	<b>Singapore Town, Singapore</b>
<b>Montreal, Canada</b>	<b>Godalming, UK</b>	Cairo, Egypt	Sydney, Australia
Rio de Janeiro, Brazil	<b>Letterkenny, Ireland</b>	Dubai, UAE	
Sao Paulo, Brazil	<b>London Gate, UK</b>	Johannesburg, South Africa	
	Madrid, Spain		
	<b>Paris, France</b>		
	<b>Prague, Czech Republic</b>		
	Rome, Italy		

\*Sites where SITA measures energy consumption (73% of offices) and air travel (83%).

\*\*Breakdown of gasses not available for UAE, Jordan and Lebanon.



In 2014, we recorded an overall energy consumption for the 24 sites of 27,925,594 Kwh for energy used in our offices – such as heating, ventilation, air conditioning and operation of standard office equipment. This is a decrease of 1.5% on the previous year in absolute terms, despite the addition of data collection from an additional major site – Montreal. Since we began capturing data in 2011 it represents an increase of 1.8%, however this includes the fact that the number of sites where data is reported has been increased. A clearer indication of the energy consumption is shown on page 20, in the energy intensity ratio.

The majority of sites use energy generated from coal, gas or nuclear sources. Some sites are able to use renewable energy, including; Prague (11.9% renewable energies), Paris (hydroelectric 9.3%, other green energy 5.1%) and Geneva (80% hydroelectric, 20% solar).

We use DEFRA 2013 GHG factors to calculate the emissions from energy consumption, with the exception of UAE, Lebanon and Jordan where the International Energy Agency (2013) factors were used. We can break down the greenhouse gases into Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>) and Nitrous Oxide (N<sub>2</sub>O).

For business travel, we capture around 85% of all emissions, and receive GHG reports directly from our travel agents, using the DEFRA 2014 factors. These are shown as Carbon Dioxide equivalent (CO<sub>2</sub>e).

Our overall emissions breakdown for 2014 – including scope 2 and scope 3 – is shown opposite on page 18.

## ENVIRONMENTAL FRAMEWORKS

In 2014, we released our corporate environment policy to the organization. This sets out the expectations SITA has on employees to ensure that the organization acts in an environmentally responsible manner. It has also been instrumental in the adoption of the ISO 14001 (Environmental Management Systems) standard throughout the business.

During the year, sites in the UK, Geneva and Singapore all received certification, while Atlanta in the US, and Montreal, Canada joined them in early 2015. Together with our Rome office, which is already certified, we now have 45% of employees in locations that have implemented the standard. This was a core element of SITA's CSR strategy, and has been the result of some 18 months planning and preparation.



SITA's Director, CSR, Amber Harrison (right) collects the ISO14001 certificate for the UK's London Gate Office at the BSI Headquarters

## CONTINUOUS IMPROVEMENT

SITA has seen a 9.6% decrease in energy intensity since we began reporting, based on consumption per square meter. Additionally we have achieved a reduction in scope 2 emissions intensity per square meter of 12.1%. In contrast, emissions from air travel have increased. In 2012 we began capturing emissions data from air travel, and recorded 8,403.4 tonnes CO<sub>2</sub>e, while 2014 saw an increase to 11,856.24 tonnes CO<sub>2</sub>e. The emissions intensity, calculated as tonnes CO<sub>2</sub>e per mile flown increased from 0.000190 in 2012 to 0.000207 in 2014, a rise of 8.7%.

As a provider to the air transport industry, the range and breadth of our customers and services covers the world, and therefore air travel is inevitable. We do however encourage use of technology to collaborate where possible; through the video conferencing suites we have in our major offices, and the desktop video conferencing capability. We saw a steady use of these alternatives throughout the year.

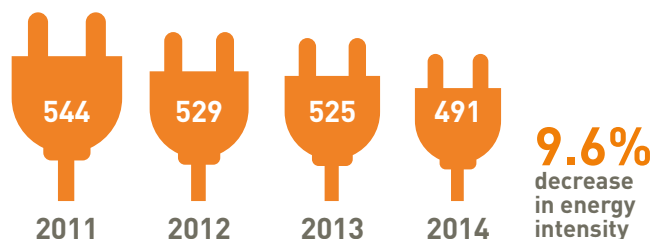
As part of our work in developing the environment policy, we strengthened our approach to the management of end-of-life electrical and electronic equipment (EEE) – both our own, and that which is managed on behalf of our customers. Through a carefully selected roster of providers, SITA now has the capability to ensure that IT equipment is recycled (either through reuse or disassembly and disposal) in an environmentally responsible manner in every location where it operates, with the aim of zero to landfill. During the year, we decommissioned data centers in Vancouver, Atlanta, Godalming and London, and ensured that all the assets (3,843) were recycled in a responsible manner.

## ENERGY EFFICIENCY

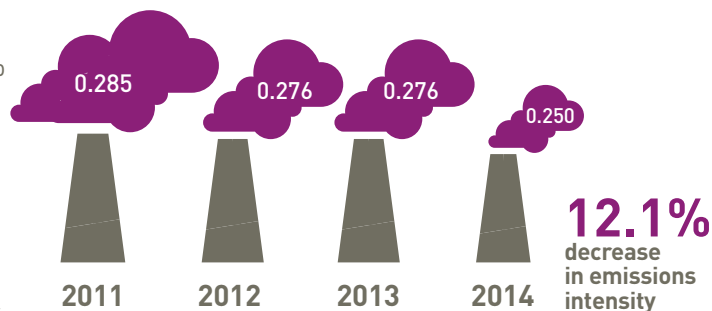
A benefit of updating the equipment we use, such as laptops and computers, is increased energy efficiency of our corporate standard equipment. We have continued our program of server virtualization, in the process reducing energy consumption in our computer rooms, as well as the associated heating and cooling requirements.

Throughout the year, we have been baselining the calculated energy use of our corporate estate – those assets that are recorded on our network. This will allow us to identify movement against the figure as we adopt new technology and implement our IT strategies.

### Energy intensity (Kwh per square meter)



### Scope 2 emissions intensity (Tonnes CO<sub>2</sub>e per square meter)



## DAILY ACTIVITY

In many of our offices, SITA has implemented recycling of everyday items, such as paper, plastics, batteries and toner cartridges. In addition, the use of paper with a high recycled content is encouraged.

A program to install multifunction printers in major sites and the removal of local printers continued, with the benefits including less energy use as a result of fewer devices, reduced need for consumables, and the ability for print to be activated by passcode – meaning no unnecessary printing.

In a number of our locations, employees are incentivized to use public transport. Support of car and van share programs saw our Atlanta office receive a certificate of accomplishment from the Clean Air Campaign.

## GREENER OFFICES

As SITA updates its premises or moves to new sites, a program of improvements is undertaken that includes a review of environmental opportunities for improvement. This has seen the implementation of energy efficient, motion sensitive and smart lights and better use of natural lighting. These improvements have all contributed towards the reduction in energy intensity shown as well as improve the office environment. As these activities take place, we also undertake an amnesty for old IT equipment and mobile phones, as well as encouraging a 'spring clean' before moving to new office space.

Following a move to new floors in our Geneva office, we recycled five tonnes of paper and recycled two containers of equipment, in addition to recycling our office furniture to employees or charities. The move to more energy efficient space will continue our downward trend of energy consumption in this office. Also in Geneva, SITA was awarded Eco-engagement status through the Eco-Label Program. This is an initiative to recognize companies in districts in Geneva that commit to sustainable development.

## SUPPORTING AVIATION SUSTAINABILITY

A number of SITA's products and solutions contribute to efficiencies in areas such as fuel consumption and paper use. For example, SITA's Weight and Balance tool can ensure optimal loading and fuel consumption, while FMS Wind Uplink adjusts flight plans according to changing wind and weather conditions, enabling the aircraft to use fuel effectively. The reductions in fuel use mean fewer emissions, and that can help airlines with their own sustainability goals.

The use of iPads and other tablet devices in the cockpit and the cabin reduces the amount of paper required for charts, documents and passenger information. At airports, SITA's kiosks are manufactured using fewer raw materials and minimal plastics, while using energy efficient power processors and hard drives.

As part of its joint innovation activities SITA and Orange have developed a new generation of traveler entertainment kiosks. The Media Kiosk has been showcased at several industry conferences, as well as the CES in Las Vegas and is about to start live trials in a few airports. The kiosk allows passengers to download movies, music or magazines on their tablet or phones in a few seconds while waiting to board an aircraft.





# OUR PEOPLE

SITA employs a uniquely diverse workforce, numbering approximately 4,500 people in 137 countries around the world. In our 368 sites, 32% of people are based in the Americas, 14% in Asia Pacific, 36% in Europe and 18% in Middle East, India and Africa.

Nearly half of SITA employees are in customer-facing roles, while a third of our staff are directly involved in the design, development and deployment of solutions and services for the air transport industry. See pages 24 and 25 for a breakdown of our global workforce.

## GLOBAL TALENT

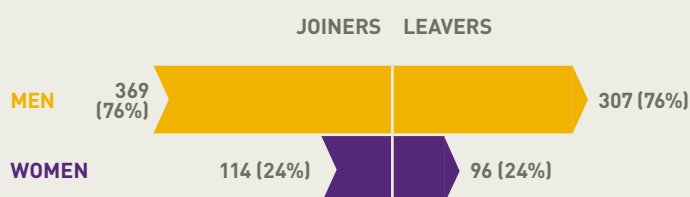
A highly skilled and engaged workforce is key to SITA's long-term vision and success, and our HR team works hard to attract the best talent and inspire a collaborative, high performing working culture.

In 2014 a number of new global guidelines were created to provide employees with clear guidance for specific people-related procedures. These included guidance on employee referrals, recommended practices when applying for an internal role, employee recognition best practices and recommended mechanisms, guidelines with respect to hiring and disclosure of personal relationships, and grievance procedure guidelines for employees who need to raise concerns about their work, working environment or working relationships.

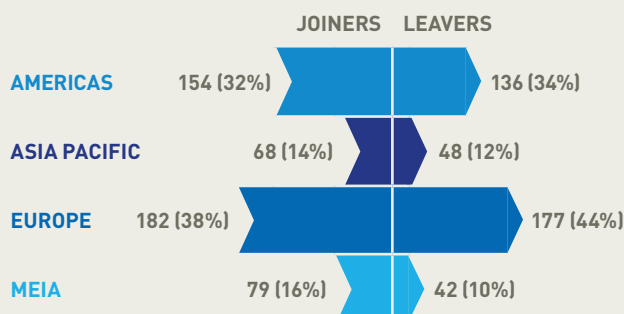
Hiring at SITA generally follows a best fit for role model, with location a consideration for both the employee and the business to help assure good work-life balance. Internal hires are encouraged at SITA, and of more than 800 roles filled across the business during 2014, 36.1% were filled by existing SITA staff moving to new roles. This rate is up from the previous year and indicates a good acceptance of functional and geographical skills transfer as well as an openness to encouraging employee career aspirations in many directions.

## Number of leavers and joiners, by gender, region and age

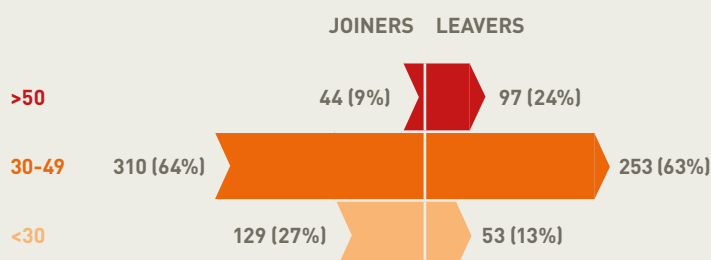
### Gender



### Region



### Age





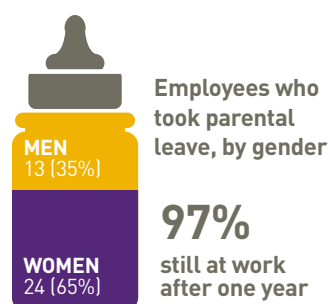
**“Wow, has it been nine years already? Time flies when you’re having fun! With all the great support from the teams around me, and management, the opportunities to grow in my career are virtually endless. It has been quite a ride and I am looking forward to more.”**

**Ben Yap, Burlington, Canada**

Our voluntary attrition rate dropped from 5.3% to 4.5% in 2014, reflecting the trend of good retention during the year. SITA likewise recognizes the value to the business of building on expertise at the more senior levels, with 45.5% of roles at grades 8, 9, and 10 filled internally in 2014. The number of women in senior positions showed an encouraging rise from 20.3% in 2013 to 20.5% in 2014.

SITA employees are entitled to sick leave as per local laws in all territories where we operate, and in most countries we significantly exceed statutory allowances. As a business-to-business services organization, our employees do not have a high risk of diseases related to their occupation. 945 sick days were recorded in our HR Information Management System in 2014 by a total of 68 employees (54 women and 12 men).

Parental leave entitlement also matches or exceeds statutory requirements in the 22 countries where the leave is measured. This represents 78% of our total workforce. 37 employees took parental leave in 2014 (24 women and 13 men), 36 of whom were still employed at SITA one year after leave started.



## DIVERSITY AND EQUAL OPPORTUNITY

SITA is committed to employee equal opportunity and communicates this explicitly through corporate policy. In line with UNGC principles on freedom from discrimination, employees are hired, trained, compensated and promoted based on their skill sets and abilities, regardless of their race, color, religion, gender, age, disability, nationality or sexual orientation.

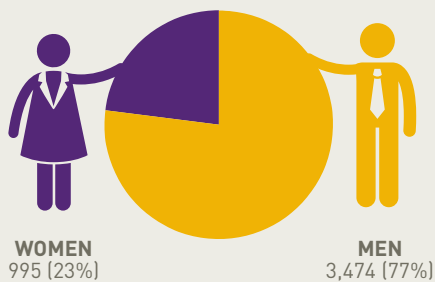
We strive to build and maintain a productive, motivated workforce by treating all employees fairly and equitably. We do not discriminate on the basis of trade union membership or non-membership, and 14.6% of our workforce are covered by collective bargaining agreements in 18 countries. Employees in five additional countries receive statutory annual pay increases as required by law.

SITA also benefits from an exceptional range of knowledge, perspectives and insights deriving from workforce diversity. The gender balance and age diversity of our workforce is reported in detail in the charts accompanying this section (see pages 22, 24 and 25). A number of local SITA initiatives have also been established which actively promote equality and diversity and combat discrimination.

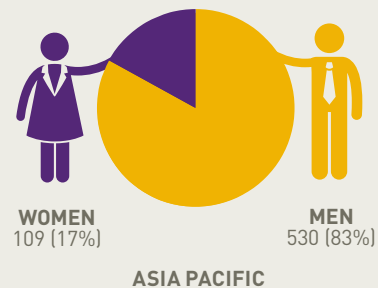
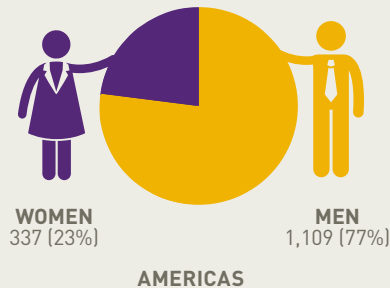
### Canada

In 2014 SITA entered the second year of an Employment Equity program in Canada established to highlight, recognize and track diversity and equal opportunity. The program specifically monitors how four designated groups – namely women, Aboriginals, persons with disabilities, and visible minorities – are represented. Diversity awareness activities through the year included diversity training, consultation with the Project Ka Mamukanit Aboriginal organization on potential recruitment opportunities, the posting of diversity maps where staff can identify their country of origin, and numerous staff events such as the International Women’s Day fundraising and awareness activities held annually at our Canadian offices (see Our Community).

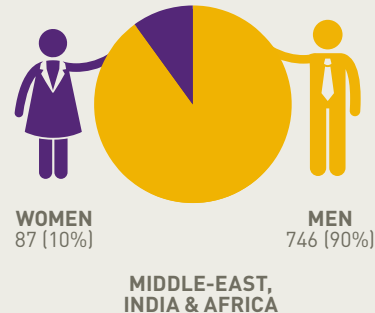
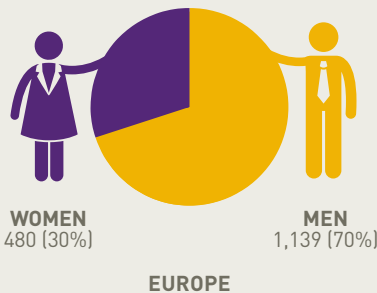
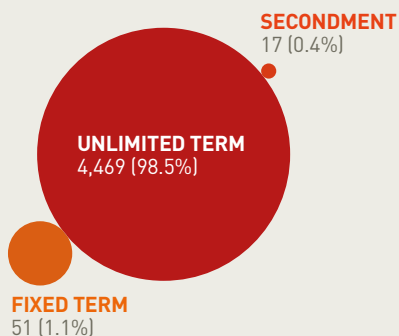
## Permanent employees by gender: 4,469



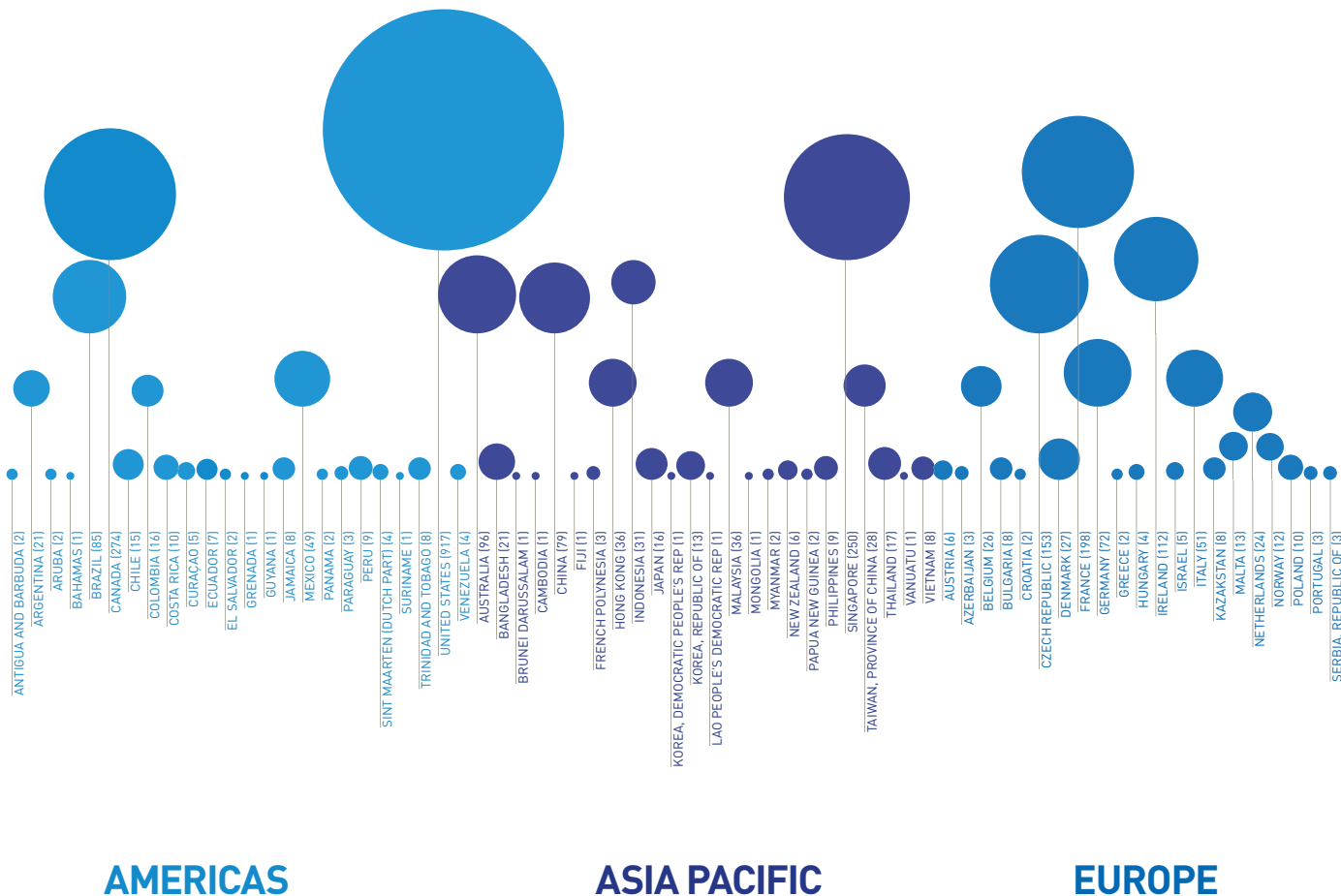
## Gender by region



## Employees by contract type



## Our people by region





## Workforce by supervised and supervisors, by gender\*

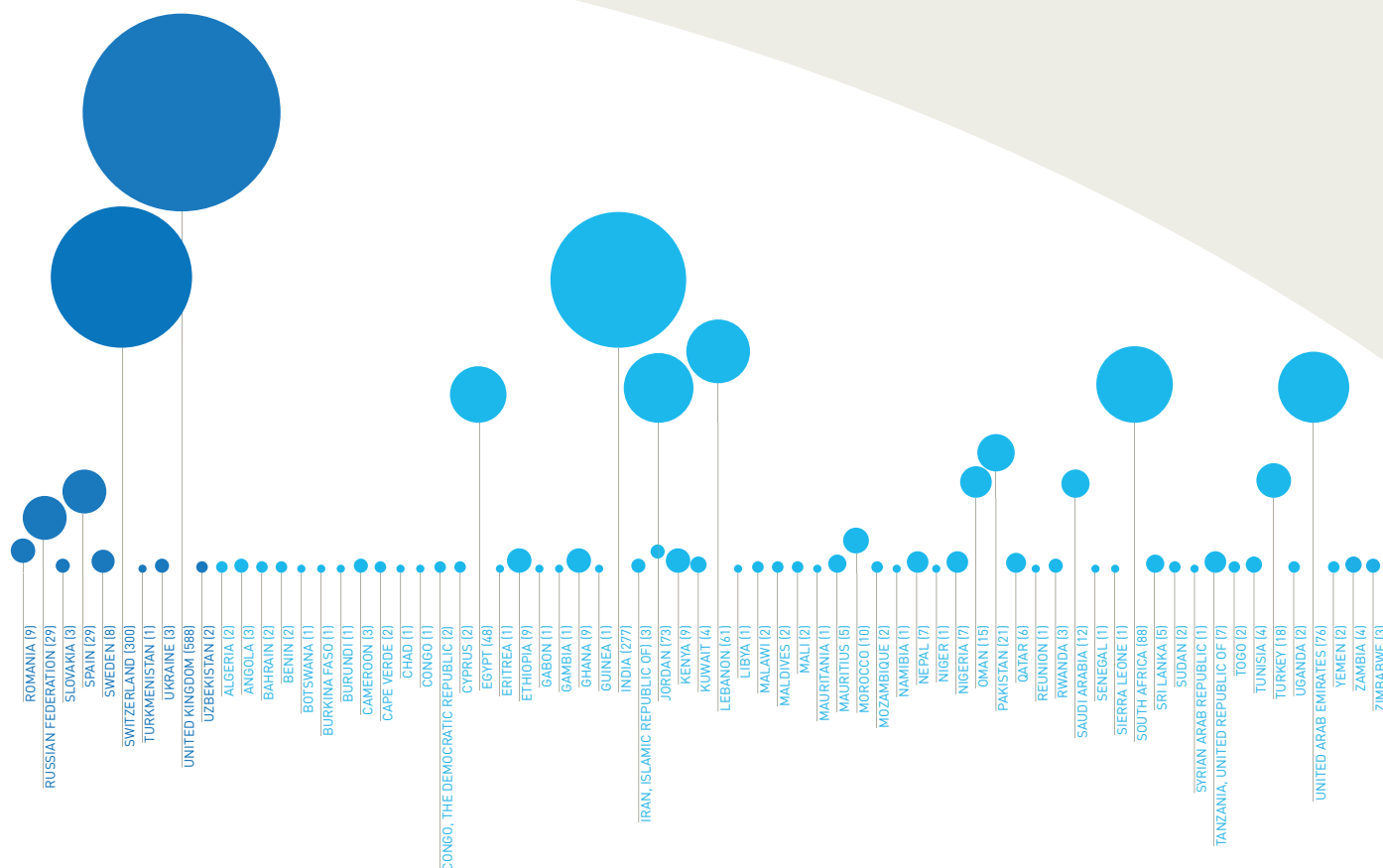
## Supervisors



## Non-supervisors



\*Breakdown using gender data where available.



## MIDDLE-EAST, INDIA &amp; AFRICA

## South Africa

Over a number of years SITA has been developing its commitment to Broad-Based Black Economic Empowerment (B-BBEE), a South African government code of practice to advance historically disadvantaged people. B-BBEE certification is a pre-requisite in many of our tendering processes in the region, and we have a clear plan in place to ensure that we meet the code criteria in the areas of equity ownership, management control, employment equity, skills development, preferential procurement, enterprise development, and socio economic development.

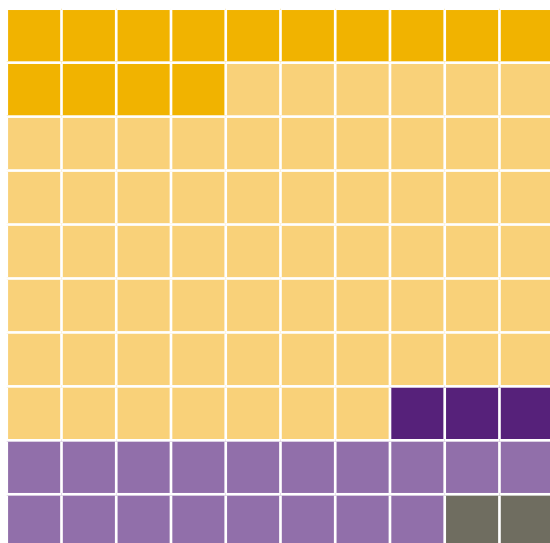
In 2014 we maintained a Level 4 B-BBEE certification and increased in points from 66.5 to 71.73 reflecting improvements we've made in the areas of management control, skills development and preferential procurement. (See SITA and the Community).

## PROFESSIONAL DEVELOPMENT

SITA's success is dependent on the skills and know-how of our people, and this is embodied in an HR approach that prioritizes clarity of roles and responsibilities while promoting the development of a high level of expertise in our staff.

Key to this approach is our global annual performance and reward cycle, a staged process designed to bring global consistency to the management of company and individual objectives, support employee development and professional growth, and ensure that high performance is rewarded. The cycle includes annual objective setting and a mid-year and final review, and encourages the scheduling of monthly 1-2-1 meetings between staff and line managers.

### Employees receiving regular performance reviews (98%)\*



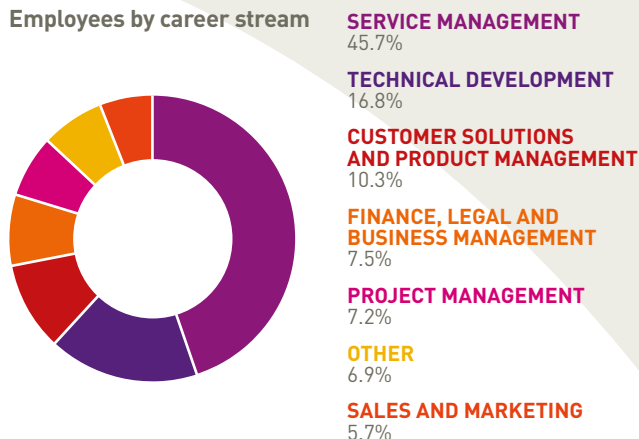
\*Certain categories of employees, such as those on long-term leave and interns, do not receive annual performance reviews while absent from the business.

97% of employees had objectives defined at the start of 2014 – rising to 99.5% through the year. Individual Development Plans (IDP) are implemented with each employee to ensure training and development activities are well supported and recognized. At the end of the year, 57% of employees had a formal IDP recorded in the system, with a renewed focus to capture the remainder by the early part of 2015 as the cycle completes.

## Career paths

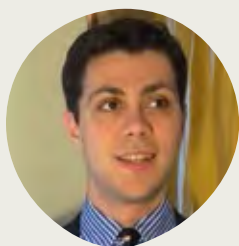
Roles at SITA are mapped to a Career Framework, which defines the 13 'professions' or areas of functional expertise which make up our organization. Career streams and roles are defined within each profession, giving staff clarity on the skills and knowledge required to fulfil their role and to progress to others.

### Employees by career stream



## Training programs

A catalogue of Learning Opportunities is mapped to each stream and available via our online learning system, the Learning Portal – re-launched with a new interface and accessible on mobile devices as of 2014 – or through a number of other channels including video training and on location trainer-led sessions.



“Starting my career as an intern at SITA while in the last semester of my very technical master’s degree allowed me to combine my previous passion for aviation with my interest in technology – and brought me a job opportunity at the front line of our business. I was able to use all the theories and ways of reasoning that I was learning about in a new applied setting. Maybe I am still very new to this world, but so far the whole experience is tremendously motivating.”

Goran Isakovski, Geneva

On average in 2014, employees formally recorded 11.8 hours of training per person, while many took advantage of ‘on the job’ training and development.

Employee learning and development programs in 2014 included the following:

- Nearly 100 IT Power Sessions were scheduled across nine of our larger offices, featuring live demos, expert advice, and tips to improve productivity using some of our most common desktop software and applications
- A program of online and situational Security Awareness training throughout the year helped equip staff to deal with email, mobile device, social networking, phishing and social engineering threats
- In London, our second largest office, a new program of regular ‘Lunch & Learn’ sessions was launched to share product and technology area expertise
- A new bespoke e-learning course on Responsible Procurement at SITA was developed and launched mid-year as a mandatory course for our purchasing team and open to all staff. (See CSR at SITA)
- Sales teams benefited from a mix of online and face-to-face training to support the introduction of a new Sales automation platform
- Over 220 managers took part in different Management and Leadership Excellence programs (MLX) in 2014, and 43 high performing managers started a new 15-month development program called MLX LIVE GLOBAL
- SITA continued its sponsorship of the Airport Management Professional Accreditation Program (AMPAP), an initiative of the Airports Council International and the International Civil Aviation Organization aimed at developing a new generation of airport industry leaders. Since its inception in 2007, 425 airport executives have graduated the program including 13 of our own leaders at SITA.

#### Average training hours

	SUPERVISOR	NON-SUPERVISOR
MEN	10.9 HRS	13.0 HRS
WOMEN	8.9 HRS	8.8 HRS

## ACTIVE VALUES

Our values are core to how we act within SITA. All employees are expected to conduct themselves according to our values to ensure that our customers and colleagues experience the best of SITA every day. Often our people go ‘above and beyond’ what is expected of them. The Values in Action (VIA) award is one way for us to recognize those people who make a difference and actively demonstrate our values. Anyone can nominate a colleague for a VIA award simply by completing and submitting a form, and the employee in turn is awarded a location-specific payment, a letter of congratulations, and a certificate signed by the CEO highlighting the **aCtive** value that has been demonstrated.

Our **aCtive** values are at the heart of who we are and how we work.

## ACT WITH INTEGRITY

We uphold the highest standards of professionalism and ethical behavior.

## CUSTOMER FIRST

We focus on our customer’s needs.

## TEAMWORK & RESPECT

We work as a team and treat others with openness and respect.

## INNOVATE

We generate new ideas and creative solutions.

## VALUE CREATION

We deliver results that create value.

## EMPOWERMENT & ACCOUNTABILITY

We take ownership and are accountable.



## EMPLOYEE ENGAGEMENT

Employee engagement at SITA starts with good communication, not only in the reporting of business performance and priorities, but equally in the promotion of staff activities, volunteering, achievements and awards.

Through our monthly newsletter, Together, as well as our intranet, public website and active social media presence, staff stay up to date with the latest SITA news and events. Face-to-face communications are also strongly encouraged. A location leaders program, operating at 26 major SITA sites, provides a direct communication conduit between employees and our Senior Leadership Team, as well as regular Meet and Greet sessions with small groups where open feedback is encouraged and welcomed. Location Leaders typically host regular presentations and events for staff, such as town hall meetings, Lunch & Learn sessions, as well as social events, and are accessible to listen to local employee concerns and issues – and employee achievements in equal measure.

Globally, as part of a suite of employee recognition mechanisms, SITA's HR team launched Thank You e-cards in 2014 for staff to send a personal message of thanks to colleagues, recognize great service, or simply praise someone for going the extra mile.

SITA's annual Upward Feedback activity gives all employees a chance to provide their line managers with constructive feedback about their people management skills and areas for development. Optional and anonymous, Upward Feedback helps employees influence their working environment in a very direct way. In 2014 a total of 2,733 Upward Feedback surveys were completed, providing 651 people managers with feedback. This represents a 62% completion rate, the same as in the previous year, with overall scores increasing from 4.1 to 4.25 on a 5-point rating scale.



**“Even after eight years of working for SITA, the depth of knowledge and experience my colleagues have continues to amaze me. Through our new Sales Excellence Training Program (STARS), not only have I received world leading training, but also been able to share the experience with colleagues from all over the world. This has helped me get a truly global appreciation of our industry.”**

**Andy Smith, London**

## EMPLOYEE FEEDBACK

Each year SITA runs a large-scale Employee Survey which provides an opportunity for all active SITA employees with more than three months service to feed back about life at SITA. The survey is strictly confidential and is hosted and analyzed by our external partner, Towers Watson.

The participation rate in the 2014 Employee Survey stood at 73% and, for the second year in a row, scores had improved across all 11 categories. Among the strongest indicators were:

- 93% of employees say they are willing to work beyond what is required to help SITA succeed;
- 90% understand how their work contributes to SITA's business objectives;
- 89% report that their manager involves them in solving problems at work;
- 88% believe that people in their work group are willing to help each other even if it means doing something outside their usual activities; and
- 87% report that their workgroup constantly looks for better ways to deliver value to our customers.

One of the main drivers for the Employee Survey is to identify areas for improvement. The 2014 survey indicated some areas where satisfaction was lower than expected, and specific action plans are underway to make changes to address these.



**“I have been working on the AIRCOM Server product since its launch back in 2000. The fact that I am still excited about the challenge of making it an excellent product appreciated by our customers after 15 years says a lot about the spirit and work environment at SITA. We like what we do, and we want to do it right. Other colleagues and friends from the AIRCOM Server team have been here a long time too, and they are still present and dedicated today.”**

**Eric Perreault, Montreal**

## WIT IN ATLANTA

As part of an outreach program for under-represented groups, SITA Atlanta sponsored 10 women staff to attend WIT's Women of the Year in Technology Awards, an event celebrating female technology executives for their accomplishments, leadership, vision and making a difference in their local communities.

The event took place at the Georgia Aquarium on 13 November 2014 and was organised by Women in Technology (WIT) a Georgia organization whose mission is “to serve as passionate advocates for women of all ages in Georgia's STEM community”. The group of attendees was unanimous in their praise of the event, commenting, “We all felt empowered and very supportive of each other and our female community.”



## LOCAL INITIATIVES

Other employee engagement activities have been equally diverse and are often aligned with local interests and opportunities. For example, in November 2014 the Geneva office welcomed around 20 employees' children, aged 10 to 13, for 'Bring Your Child to Work Day' where they gained insight into SITA's activities and technology.

In Montreal our employees got involved in local research, with 80% of staff over 55 responding to a PhD candidate's survey on work life for those nearing retirement. Health Week at SITA Canada took place in February when our Montreal, Burlington and Vancouver offices joined efforts in creating awareness and promoting a healthy living through seminars and information sessions on nutrition, back health, and stretching exercises at work.

In July SITA Atlanta also promoted a health and wellness campaign called 'To Your Health!' which included interactive activities, and seminars promoting healthy eating and physical activity. Later in the year SITA Atlanta sponsored a group of women staff to attend a Women of the Year in Technology Awards event (see sidebar).



# SITA AND THE COMMUNITY

SITA established a volunteering program in 2011 called SITA VIVA – Value in Volunteer Action. It enables and encourages all employees to take a day's paid volunteering leave to support projects in their community.

**60%**

of SITA employees work in locations that took part in VIVA volunteering activities in 2014

**297**

VIVA days booked in 2014

Nearly **1,000**

days booked since VIVA program began in 2011

**\$244,844**

Total raised by employees to date

14 of our larger locations have active local charity committees and/or designated points of contact that promote and organize opportunities to get involved in local community volunteering and fundraising. As we have such a broad global reach, our people in each location are encouraged to support the causes that matter locally. The range of VIVA activities in 2014 was once again inspiring, and our employees have been active in many different projects around the world.

## AMERICAS

Around the Americas region, SITA staff raised awareness, funds, and spirits through their strong commitment to community and charitable causes in 2014.

Starting with our largest office in Atlanta, once again the Junior Achievement organization received some help from SITA volunteers at two life and work simulation events for young people held in May. In July, 20 SITA Atlanta volunteers took part in the MUST Ministries Summer Lunch program – collecting over US\$2,100 in donations to prepare packed lunches for distribution to children in Cobb County, Georgia who normally benefit from school lunches.

Directors and managers at the Atlanta Data Center took the ALS ice bucket challenge in September, collecting US\$400 toward this popular international cause. Also in September 25 SITA Atlanta employees, family and friends participated in the Kaiser 5K Run/Walk, a fitness program designed to promote health and wellness at companies, with proceeds benefiting the Atlanta Community Food Bank, the Back on My Feet homelessness charity, and the Atlanta Braves Foundation.

SITA Group, Atlanta,  
Kaiser 5K Run









**“We had a fantastic time working for the Pets for Vets program last year. It is a very worthy cause for a very deserving group of people. And the opportunity to shoot at my boss with paintball pellets was a very nice side benefit!”**

**Scott Huffstetler, Atlanta**

Every year SITA participates in the PGA golf championship in Atlanta to raise funds for the Georgia Center for Child Advocacy, serving food and drinks to spectators and in 2014 earning a total of US\$13,480 for the center. In October, 24 employees challenged each other and raised an impressive US\$1,100 at SITA Atlanta's second annual paintball event in support of Pets for Vets, an organization which unites veterans with shelter animal companions.

In honor of International Women's Day in early March, our Montreal and Vancouver offices held bake sale events which raised a combined total of US\$750 and also collected donations of clothing, shoes, accessories to support local women's organizations. In September, the bakers and makers in our Montreal offices reunited for another bake sale – raising US\$575 for the Canadian Breast Cancer Foundation.

In August, one of our Montreal employees did some fearless fundraising, collecting US\$900 for the Quebec Society for Disabled Children and taking on the Drop Zone challenge: a rappel down a 21-storey building. Later in the year the Montreal office held a Centraide/United Way charity pledge drive and raised a total of US\$6,850 through a raffle, one-time donations and payroll pledges. This is the 14th year running that SITA Montreal has campaigned for Centraide, raising over US\$130,000 in total since 2001.

**SITA Singapore  
Love Home**



In Sao Paulo, SITA staff rallied to raise almost US\$500 to buy Easter treats, winter clothes, toys, blankets, and other needed items for children at the local Lar Vinicius foster home – putting smiles on the faces of young children along the way.

In the run-up to the US Thanksgiving holiday, the SITA team from Islip, New York, organized a food drive for the local food pantry at St. John Nepomucene Church, providing more than 165 families with a food box for the holidays. And during the Christmas period, volunteers from SITA Dallas spent their 4th consecutive year serving the community by wrapping and sorting gifts for the residents at the Denton State Supported Living Center.

## ASIA-PACIFIC

In 2014 SITA employees in our Asia Pacific region joined together to support a variety of charities tackling poverty and homelessness, helping children, families and the elderly, and other good causes in their communities.

SITA Beijing staff organized a successful clothing donation drive in May to help the less fortunate in Tibet, delivering a total collection that weighed more than 100kg. Our Sydney staff also addressed those facing difficult times – making volunteer visits to Australia Foodbank in July and October – and packing an enormous 17,000 kg of food for distribution to families in need.

Over to Singapore where, in June, a generous group of SITA staff, family, and friends visited an assisted living facility for the frail elderly called the Gift of Love Home to help with gardening and cleaning, and to spend some time visiting with the residents. SITA Singapore was also pleased to help sponsor the 2014 Angkasa Pura 2 summer camp, an event run every year for around 1,000 children from orphanages, shelters and less fortunate homes.



In September, 18 employees from our Singapore office travelled to Bintan, Indonesia for Project "Build a Hope". With US\$3,062 raised for supplies, the group of volunteers spent a day hard at work building, painting, decorating, and gardening to transform a run-down local school. In October a group of 10 Singapore employees used their volunteer days to participate in tree planting activity at a local park. And in early November two SITA teams participated in a Singapore Airlines sponsored 10K run, raising US\$4,000 for the Community Chest of Singapore.



#### STUDENTS OF CLASS VI

"We are very grateful to SITA Singapore for the help that you have rendered to our beloved school, SDN 006 Teluk Sebung, in the form of painting and planting of flowers, making our school nice and beautiful. Also for equipping the school with furniture like book racks for our beloved library. This has enabled us to place the books properly and neatly on it. We will take care of them properly."

## EUROPE

From Letterkenny to Prague and points in between, our European offices found a variety of ways to support charitable causes, big and small, and make good use of their fully paid volunteer days throughout the year.

September was an exceptionally busy VIVA month at our Letterkenny office. 14 SITA staff took part in a volunteer supermarket bag pack for Aware, a national charity providing support and education around depression and mental health – raising a total of US\$1,486. In the same month, 26 employees gave their energies to a charity car wash, raising US\$463 in aid of Donegal Mountain Rescue, a voluntary frontline emergency service serving nearby Glenveagh National Park.

Also in September, SITA Letterkenny held a special "Jersey Day" event in aid of the "Mammy, I Want to Walk" Fund. The charity supports a local five year-old boy who has spastic quadriplegic cerebral palsy, and benefited from US\$1,275 raised at the event. In November SITA Letterkenny held a Retro Gaming Night to raise funds once again for the same charity. Young and old relived their past on consoles such as the Nintendo 64, SNES, Atari, Spectrum, Playstation, SEGA and many more, competing to win prizes and raising an additional US\$2,600.



**"In Canada we count ourselves among the fortunate, but poverty is present everywhere in the world. By partnering with Centraide, an organization which supports 362 agencies addressing the needs of 500,000 vulnerable people, we can help have an impact on our local community."**

**Rodica Crasnic, Montreal**



On a grey March day, 11 SITA London Godalming volunteers spent a hands-on day clearing wood and pasture areas at Mane Chance Horse Sanctuary, a rescue and rehabilitation centre in Surrey. A second team returned in May to work on the buildings and help the charity get ready for an open day and fundraiser later in the year.

In early July London staff based at the Heathrow Compass Centre helped out at the Hillingdon Narrowboats Association, a charity that provides boating experience and qualifications for disadvantaged young people and others in the community. The SITA volunteers completely refurbished the charity's office space over three days of cleaning, painting, carpet fitting, and installing furniture, cabling and equipment.

In July burgers, ice cream, cupcakes, games, prizes, a raffle and great live music were all on the menu at SITA London's annual summer BBQ and fete. A great time was had by all, and nearly US\$2,400 was raised for childhood cancer research charity Christopher's Smile. Another annual event took place in August when SITA London once again welcomed a group of local young people from the Challenge Network, a summer program that helps teens build confidence and gain experience of the real world of professional work.

Each autumn UK charity Macmillan Cancer Support holds its biggest fundraising event, "The World's Biggest Coffee Morning", to raise money for people living with cancer. In 2014 SITA London staff were involved in no less than four separate coffee mornings at our various locations, helping to raise a combined total of just over US\$4,500 for the cause. In parallel, our office in Hayes, London held a week-long collection drive for the Hillingdon Foodbank, raising a donation of US\$145 in cash plus several crates of non-perishable food.

## CHALLENGE NETWORK

"Visiting SITA is one of my favorite memories from the NCS program last year. It was such a good experience, and the staff at SITA really made us feel comfortable as a team. We learned how to present in front of people we didn't know in a professional and confident way. They gave us excellent feedback too. It really helped us for the pitch we had to do the next day – which went well. We also loved the t-shirts you gave us and we still wear them every time we meet up!"

**Jasminder Kalha**

Challenge Network participant



**"My VIVA activity was very rewarding. It not only allowed us to make a valuable contribution to the local community but also to spend a very enjoyable day with other SITA employees and make a lot of new friends in the process. Truly a win-win!"**

**Tony Boys, London**

A London team of 14 made a day of it at Minet Country Park in Hayes on behalf of the local Wildlife Trust on a sunny day in November, helping to improve the wildlife habitat by clearing overgrown vegetation. Also in November, teams and individuals from all over SITA joined in the 2014 Movember campaign, the month-long charity event for male cancers and mental health. Of special note were seven men at SITA London who took on a challenge from a neighbouring office and generated US\$1,951 for the cause.

In September, 14 women from our Paris office participated in "La Parisienne", a 7K race for Breast Cancer Awareness, raising a total of US\$2,420. In October volunteers from our Paris office supported a theatre night which brought in US\$5,000 for the charity "La Cami sport et cancer" which offers sports programs to people living with and recovering from cancer.

In early April, 16 of our SITA Frankfurt staff participated in a volunteer day out with forestry management organization Hessen-Forst, helping to support the preservation and re-forestation of woods in the nearby Taunus mountain range. A team of 13 volunteers from VIVA Switzerland participated in its second "Le Partage" event in December, spending a half-day supporting the organization's work sorting donations of food and other necessities for distribution to local charities.



**SITA London,  
Minet Country Park**

**SITA Frankfurt,  
Hessen-Forst**





**“SITA VIVA is a great initiative as it stimulates the team spirit of our employees. It allows us to plan and do something totally different together in another environment and add value to our community in different ways, from fundraising or collecting clothes, to repairing buildings or planting trees.”**



**Katja Bergerin, Frankfurt**

After a successful launch in 2013, another helping of SITA Spaghetti Bolognese was served at the Jardin Montbrillant 'restaurant for the needy' in Geneva in December 2014. Our employees donated the ingredients and funding required for the meal which a team of seven SITA staff volunteers then prepared for some 150 guests. Also in December Geneva staff organized a campaign to collect toys and clothing for two local associations, Piccolo and Solidarité Femmes Genève, organizations which serve the Canton de Genève by helping mothers in difficult situations including domestic violence, homelessness, and human trafficking.

**SITA Malta,  
Ice Bucket Challenge**



## CARREFOUR-RUE

“We would like to thank you for your renewed support and action this year at Jardin de Mont-Brillant. Thank you also for bringing the food needed to prepare a balanced meal and serving the meal to the beneficiaries. Through their action the volunteers that commit themselves to our cause contribute to the success of our mission – to give food to the needy and homeless – whose numbers grow more and more these days. With all our heart we again thank you and all participants.”







**“I think the VIVA initiative is great – it allows us to meet our colleagues in a different environment and get to know each other at a more personal level. It really connects people differently: when you work with that person next time, you have a common experience you can both refer to.”**

**David Augy, Geneva**

A group from SITA Malta got soaked for charity with the ALS ice bucket challenge in August, raising US\$270 for a local charity that helps those affected with the disease. In December our Rome office delivered a huge amount of toys to Community of Sant'Egidio for 'Rigiocattolo'. Through this initiative thousands of toys – many made of plastic and other often unrecycled materials – are collected in schools and neighborhoods and given a second home.

In addition to supporting organized charitable causes, sometimes SITA staff are moved to action closer to home. Josef was sleeping rough at the metro station close our Prague office. A group of SITA staff started to converse with him and began fundraising and organizing other direct help from colleagues in the office.

As of March 2014, Josef had his own apartment and a full-time job as a security guard thanks to direct help from our staff. In November, the SITA Prague Compliance team took a volunteer day out to support Raná péce EDA, a non-profit organization helping families with visually disabled children, raising US\$140 and spending a full day on site helping to repair and organize the charity's premises.

## MIDDLE EAST, INDIA AND AFRICA

Health and family care were strong volunteering themes in our Middle East, India and Africa region in 2014.

In March, a group of SITA Amman staff honoured local family day with a visit to the Dar Al Amal Hospice in Jordan where they spent a half day visiting and sharing food with elderly residents. During Ramadan our Amman staff participated in the Eid Wish campaign with Creative Care, a small local non-profit organization, collecting gifts, clothes, and toys, and approximately US\$900 for children in need.

In October, five staff from SITA Cairo spent a VIVA day helping families in Stabl Antar, an impoverished area in the south of the city. The visit included house painting with the parents and families and classroom activities and play with the children.

October was also a busy time for VIVA activities in India. Staff from SITA Chennai sponsored a one-day eye camp organized through eye care hospital Sankara Nethralaya. 103 people received consultations and treatment thanks to the SITA staff contribution of US\$484, as well as on-site co-ordination help on the day. And during the 2014 India ICT Forum, the local management team took time out to visit the Divine Mercy's Ward in Jaipur, a local organization that provides shelter, food and support to those in need. Accompanied by SITA's CEO, Francesco Violante, the SITA team met and talked with the nuns and charity helpers, helped to serve food, and finished the day with a donation of US\$200.

**SITA Chennai,  
Sankara Nethralaya eye camp**



## INDIA COMPANIES ACT

In 2014, with the introduction of the India Companies Act, the organization created a committee and policy to implement the CSR requirements specific to the legislation. In early 2015, SITA selected the SOS Children's Villages as the recipient of funds and a donation of \$23,000 was made to assist the work of the charity.



**“I would like to take this opportunity and thank SITA for the VIVA program. It’s a great program that really improves employees’ engagement and makes work more fun. The activities show that SITA is really giving special attention to community needs.”**

**Engy Hemat, Cairo**

## SUPPORTING EDUCATION

Through a range of local partnerships, sponsorships and collaborations SITA shares its long industry expertise with new generations of learners.

SITA’s operations in Letterkenny in the Republic of Ireland provide strong support to local higher education and skills development schemes. Among them is an internship program with the University of Ulster (Magee), and through this program 13 fully paid interns joined us in 2014 along with four new graduates. In 2014 SITA was once again highly commended for their efforts as a placement employer in the Ulster Placement Employer of the Year Awards.

SITA also partners with Business in the Community’s (BITC) and Finn Valley College on the Skills@Work program which gives local school children insights into the world of work and encourages them to complete their studies.

In addition, SITA has worked with the Letterkenny Institute of Technology (LYIT) on an MSc in Computing in Enterprise Applications Development course. Although no MSc graduates were recruited in 2014, SITA has in the past been one of the local employers benefitting from their highly relevant skills in recent years, having recruited 6-8 graduates per year between 2010 and 2013.

### SITA LAB HELPS KIDS INTO TECH

SITA Lab Lead Engineer Kevin O’Sullivan created huge excitement when he demonstrated some of SITA’s Google Glass projects at a show and tell at West Hove Junior School in Brighton, UK. Kevin is a volunteer Code Club instructor there, and in 2014 SITA Lab provided funding to purchase Kano DIY computer kits and other equipment to help kids get a start in coding. Code Club is a UK network of free after-school coding clubs for children aged 9-11 run thanks to volunteers like Kevin.



**SITA South Africa,  
Computer Lab**



In South Africa SITA supports youth education and development of IT skills through a formal learning program called 'Another Level'. The program runs from June to May every year, and aims to recruit unemployed young adults from disadvantaged backgrounds and support them through technical training and workplace experience. Successful graduates of the program are awarded a National Certificate in Technical Support. Nine students graduated from the Another Level program in 2014, one of which has been retained as a SITA employee now working at OR Tambo International Airport via one of our contracting houses.

SITA is also committed to a multi-year computer lab building program at schools in underprivileged areas, giving youngsters a chance to develop the IT skills they need for now and the future. In 2014 SITA furnished and equipped a new computer lab at Zitiken Secondary School.

In May 2014 SITA established a new scholarship at the Civil Aviation University of China, the first scholarship program that SITA has established in the region. Its goal is to help talented young civil aviation students to focus their study and research on science and technology related to the air transport industry.

In October 2014 SITA entered a brand new collaboration agreement with Singapore's Institute of Technical Education (ITE). This new program will help train students in the real world of airport passenger services and continue to develop a skilled workforce to support Singapore's growing civil aviation industry. About 100 ITE students are expected to undertake the training every year.

SITA also supports a number of smaller collaborative education initiatives such as the Challenge Network visits to our office in London and our work with Junior Achievement in Atlanta.



### A NEW FOUNDATION

Throughout 2014 SITA's CSR Office and Executive Leaders worked in partnership with the SITA Council to lay the groundwork for a new education initiative. The SITA Air Transport Community Foundation will work with charities to deliver learning programs and technology to communities in need. The Foundation's initial focus will be in Africa where it will provide computer suites at schools in Ethiopia and Uganda, and educational grants at a university in South Africa.

By supporting students from schools and universities through the Foundation's activities, we are helping to equip a new generation with essential IT and technology skills. In its first year the Foundation hopes to improve the educational life of more than 10,000 students and facilitate training for around 100 teachers.

SITA has a strong presence on the continent - having worked there for more than 50 years - and today has 250+ employees located in 38 countries across Africa.

"We believe that this is a great opportunity for SITA, and its 430 member organizations, to create a positive impact across a number of African countries. With our focus on IT and education, we'll be supporting skills development and helping students and schools to have access to technology. Such initiatives have been proven to increase attendance levels and learning and improve student advancement."

**Jappe Blaauw, President of the SITA Council**



Signing Ceremony at CAUC (Civil Aviation University of China) May Zhou (front right), General Manager of SITA China and Mr. Yu Jian (front left), Vice Chairman of CAUC



# ABOUT THIS REPORT

SITA issues an annual CSR Report, the last being released in June 2014. This report covers the corporate social responsibility activities of the SITA Group from January to December 2014, and has been prepared in accordance with the Global Reporting Initiative (GRI) G4 'Core' guidelines. It is not SITA's policy to assure non-financial reports, and thus the report has not been externally assured. A full GRI index can be found on page 42.

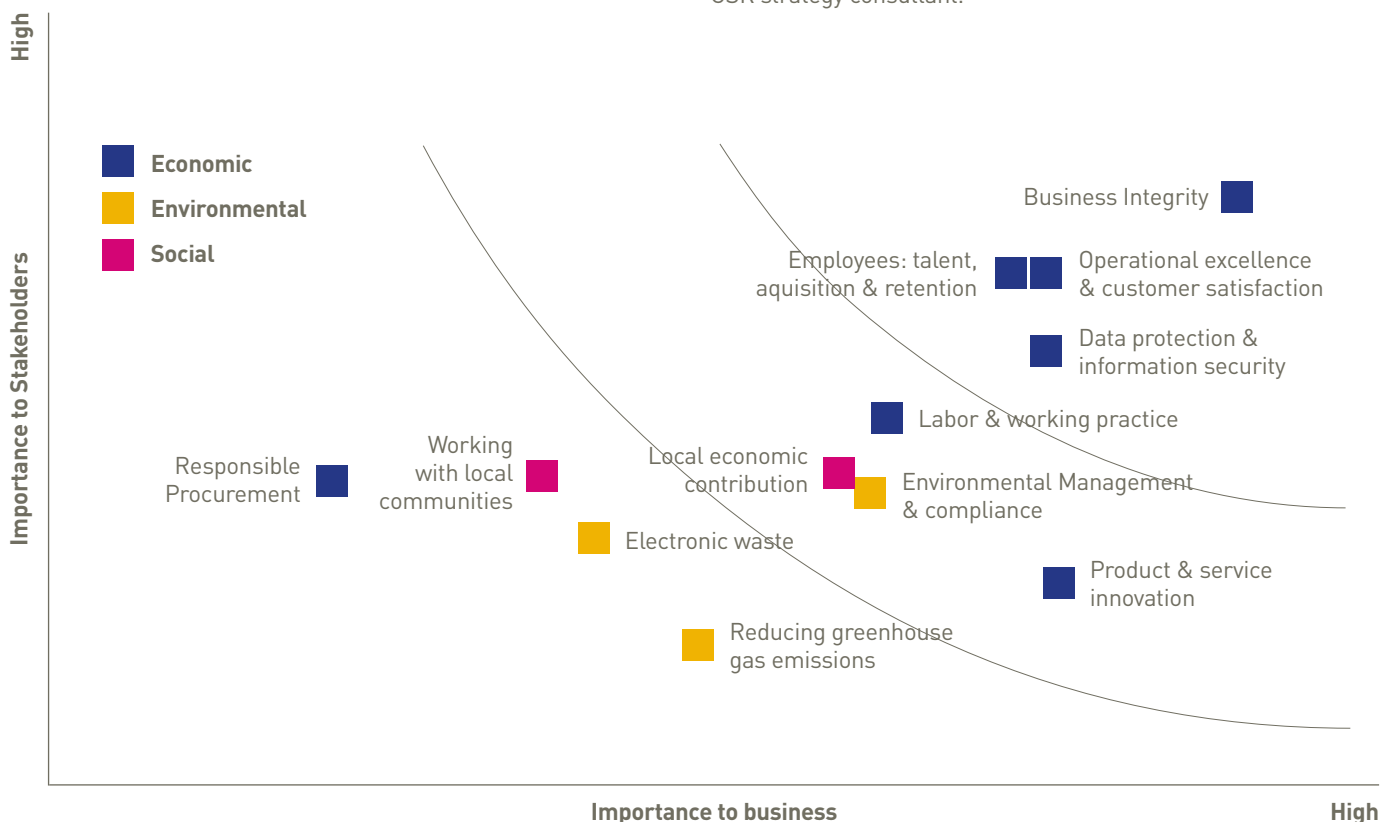
## MATERIAL ISSUES

The aspects included in this report have been identified following a materiality analysis conducted early in 2015. 12 key areas (shown in the diagram below) were selected as having importance to the organization and its stakeholders, either as core business issues or as matters that reflect the focus on sustainability in the air transport industry where SITA operates, and which are relevant to the nature of our operations.

A range of stakeholders were engaged in order to gain feedback across these key areas. They included over 700 SITA employees who participated in an online survey to provide input and prioritize issues.

Members of the company's Senior Leadership Team responsible for each geography took part in in-depth interviews, as did those responsible for the key functions of Human Resources, Legal, Marketing and Sales Operations and Corporate & Technology Services.

Also interviewed were members of SITA's Council and Board – representing an external perspective. Additionally feedback from a session held at the Customer Advisory Board in April 2014 on CSR and SITA's material issues was incorporated, as well as recent relevant external research conducted on behalf of the organization. The feedback gathering and analysis took place over a three-month period, and was conducted by SITA's external CSR strategy consultant.





In each element of stakeholder engagement, participants were asked to identify the issues they consider to be of the greatest priority. This was translated into a score for each issue, which was then averaged by stakeholder group, before these separate average scores were aggregated to give a final, combined stakeholder prioritization of an issue.

46 issues were identified and grouped into 12 broad areas, under three overarching themes of:

- Business
- Environment
- Society

These 12 areas are deemed to be of greatest significance to stakeholders. The results are shown opposite. Through this report, SITA is responding to stakeholders on the status of its activities in these areas. The material issues and deeper analysis behind them will also inform the company's future development of its CSR strategy.

Each of these material issues has been mapped to the corresponding GRI 4 aspect and indicator in the GRI Index at the back of this document. Where no GRI indicator applies, it is marked as 'N/A'.

#### Future reports

As this is the first year that SITA has applied the GRI4 report guidelines to its annual CSR Report, it is anticipated that the future reporting will evolve. In this report, those issues that are material to the business as a whole have been included. While the majority of the issues do have an impact on sustainability in one form or another, it is likely that the report on 2015 activity will be more focused on those with a direct impact in the areas of economic, environmental and social conditions, while also addressing our need to communicate on our progress against the principles related to the United Nations Global Compact.

## REPORT BOUNDARIES

All the material issues included in this report are considered relevant within the boundary for the SITA Group organization. This was assessed by reviewing whether the impacts occur inside or outside the organization as per the GRI4 guidelines on defining boundaries. The activities of subsidiaries and joint ventures have not been included in this report. However, in six locations 77 employees of SITA's subsidiaries are co-located, so the environmental aspects of this group are included in the overall figures reported.

While the issues of responsible procurement and labor and working practices have been referenced within the boundary of the organization, it is noted that there is future potential for these to have scope outside the organization. At this time, it is considered that emissions as a result of air travel are generated as a result of the business, and therefore these have been included within the business boundary.

Information that is presented in this report is collated from our internal management systems, including SITA's environmental management system, HR systems and other management information systems. There have been no significant changes regarding size, structure or ownership in the business since the last report, or changes to the scope or boundaries. No feedback has been received as a result of previous reports, or from stakeholders.

## RESTATEMENTS

In the report on CSR for 2013, two pieces of information were incorrect. One related to the overall energy consumption figures for the business, where the data for the office for Rome had been incorrectly provided. The other relates to the number of countries with collective bargaining agreements (CBA). 18 countries were stated as having CBAs, however this number also included five countries that have mandatory salary increase schemes. The correct figure for 2013 was 13.

# GRI INDEX

GRI G4 DISCLOSURE	UNGC COP LINKAGE	LOCATION	COMMENTARY
<b>Strategy and analysis</b>			
G4-1	No COP requirement	Page 3	
<b>Organizational profile</b>			
G4-3	No COP requirement	Page 6	
G4-4	No COP requirement	Page 6	
G4-5	No COP requirement	Page 6	See <a href="http://www.sita.aero/solutions-and-services/solutions">www.sita.aero/solutions-and-services/solutions</a>
G4-6	No COP requirement	Pages 4, 18, 24-25	
G4-7	No COP requirement	Page 6	
G4-8	No COP requirement	Pages 4-6	
G4-9	No COP requirement	Pages 4-6, page 4 SITA Group Consolidated Financial Statements 2014	
G4-10	Principle 6: Labor	Page 22	
G4-11	Principle 3: Labor	Page 23	
G4-12	No COP requirement	Pages 15-16	See <a href="http://www.sita.aero/others/orders-and-deliveries">www.sita.aero/others/orders-and-deliveries</a>
G4-13	No COP requirement	Page 6	
G4-14	No COP requirement	Pages 12, 14	
G4-15	No COP requirement	Pages 15, 19	
G4-16	No COP requirement	Page 10	See <a href="http://www.sita.aero/about-us/working-for-thecommunity/">www.sita.aero/about-us/working-for-thecommunity/</a>
<b>Identified material aspects and boundaries</b>			
G4-17	No COP requirement	Page 10, page 4 SITA Group Consolidated Financial Statements 2014	
G4-18	No COP requirement	Pages 40-41	
G4-19	No COP requirement	Pages 40-41	
G4-20	No COP requirement	Page 41	
G4-21	No COP requirement	Page 41	
G4-22	No COP requirement	Page 41	
G4-23	No COP requirement	Page 41	
<b>Stakeholder engagement</b>			
G4-24	No COP requirement	Page 40	
G4-25	No COP requirement	Page 40	
G4-26	No COP requirement	Page 40	
G4-27	No COP requirement	Page 40	
<b>Report profile</b>			
G4-28	No COP requirement	Page 40	
G4-29	No COP requirement	Page 40	
G4-30	No COP requirement	Page 40	
G4-31	No COP requirement	Page 41	See <a href="http://www.sita.aero/resources/sita-social">www.sita.aero/resources/sita-social</a>
G4-32	No COP requirement	Pages 40, 42	
G4-33	No COP requirement	Page 40	
<b>Governance</b>			
G4-34	No COP requirement	Page 8	See <a href="http://www.sita.aero/about-us/sita-board-council-members">www.sita.aero/about-us/sita-board-council-members</a>
G4-35	No COP requirement	Page 8	
G4-36	No COP requirement	Page 8	See <a href="http://www.sita.aero/about-us/sita-management">www.sita.aero/about-us/sita-management</a>
G4-38	No COP requirement	Page 13	

GRI G4 DISCLOSURE	UNGC COP LINKAGE	LOCATION	COMMENTARY
G4-39	No COP requirement	Page 8	
G4-42	No COP requirement	Page 8	
G4-47	No COP requirement	Pages 8, 13	
G4-48	No COP requirement	Page 13	
G4-49	No COP requirement	Page 14	
<b>Ethics and integrity</b>			
G4-56	Principle 10: Anti-corruption	Pages 13-15, 27	

MATERIAL ASPECTS	LOCATION	UNGC COP LINKAGE
Business integrity	G4-57: Pages 14-15	Principle 10: Anti-corruption
	G4-58: Pages 14-15	
	G4-S04: Page 14	
Data protection and information security	Page 11	No COP requirement
Electronic waste	Page 20	No COP requirement
Employees: talent acquisition and retention	G4-LA9-11: Pages 26-29	Principle 6: Labor
Environmental management and compliance	G4-EN3: Page 18	Principle 7 & 8: Environment
	G4-EN5: Page 19	
	G4-EN6: Pages 20-21	
	G4-EN29: Page 18	
Labor and working practices	G4-LA1: Page 25	Principle 6: Labor
	G4-LA3: Page 22	
	G4-LA7: Page 23	
	G4-HR6: Pages 15, 23	
Local economic contribution	G4-EC1: Page 10, pages 4-9, 26 SITA Group Consolidated Financial Statements 2014	Principle 1: Human Rights
	G4-EC3: Pages 8-9, 22-23, 26, 43-53 SITA Group Consolidated Financial Statements 2014	
Operational excellence and customer satisfaction	G4-EC1: Pages 4-5, 11	No COP requirement
Product and service innovation	Pages 10-11	No COP requirement
Reducing greenhouse gas emissions	G4-EN15-18, G4-EN21: Pages 18-20	No COP requirement
	G4-EN30: Page 18	
Responsible procurement	Pages 15-16	Principle 7 & 8: Environment
Working with local communities	G4-S01: Pages 26, 30	No COP requirement

# FEEDBACK

Feedback and questions on this report are welcomed and encouraged. They can be directed to the Director, Corporate Social Responsibility at SITA via e-mail: [csr@sitaaero.com](mailto:csr@sitaaero.com), via the corporate website at [www.sitaaero.com](http://www.sitaaero.com), or through our social media channels at [www.sitaaero.com/resources/sita-social](http://www.sitaaero.com/resources/sita-social).







Create success. Together™

### Geographic Offices

For further information,  
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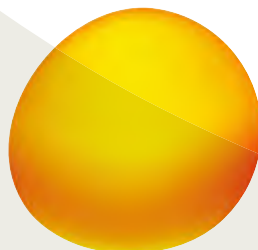
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