

ACTING LOCALLY, ON A GLOBAL SCALE

SITA GROUP CSR REPORT 2015



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 FOURTH CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT

It is with great pleasure that I present our fourth annual Corporate Social Responsibility (CSR) Report and reaffirm SITA's long-term commitment to operate responsibly across all our locations. Its title, "Acting locally, on a global scale", encapsulates the direction and scale of our CSR vision and the positive actions we take to manage the economic, environmental and social impacts of an organization that operates in nearly every country and territory around the world.

Since starting our CSR program we have made steady advances in our three strategic areas: integrating CSR into our business, managing our environmental impact, and bringing value to our communities. I would like to highlight a few exceptional achievements from 2015 among the many detailed in this report.

The remarkable growth of the air transport industry in Africa has provided an important focal point for a number of CSR activities throughout the year, including a Women in African Air Transport networking event held in South Africa in November in conjunction with BARS (Board of Airline Representatives of South Africa). The event brought together over 40 women from senior positions in airlines, airports and related operations to discuss the role, challenges and opportunities for women in the industry. The conversations started here will continue through the next 12 months and beyond.

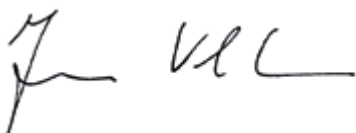
2015 marked the first full operational year of the SITA Air Transport Community Foundation, our new SITA Council commitment to provide \$500,000 annually for IT and education projects in Africa. During the year the Foundation supported charities including PEAS (Promoting Equality in African Schools) and ComputerAid International – providing funds to create and equip computer labs in schools in Uganda and Ethiopia. Other beneficiaries of the SITA Foundation included university students in South Africa who received scholarships and grants towards completing their studies through the University of the Witwatersrand Foundation.

Over the past two years we have met our goals in gaining certification for our environmental management system. As of Q1 2015 SITA earned ISO14001 (Environmental Management Systems) certification in its five largest employee sites, representing around 45% of the office-based employee population. In terms of our environmental impact we have seen an increase in our emissions related to air travel – a challenge that we continue to face when working with almost every airline and airport around the world. Nonetheless I was pleased to see continued reductions in energy and emissions intensity in our offices. We will continue our endeavours in this area.

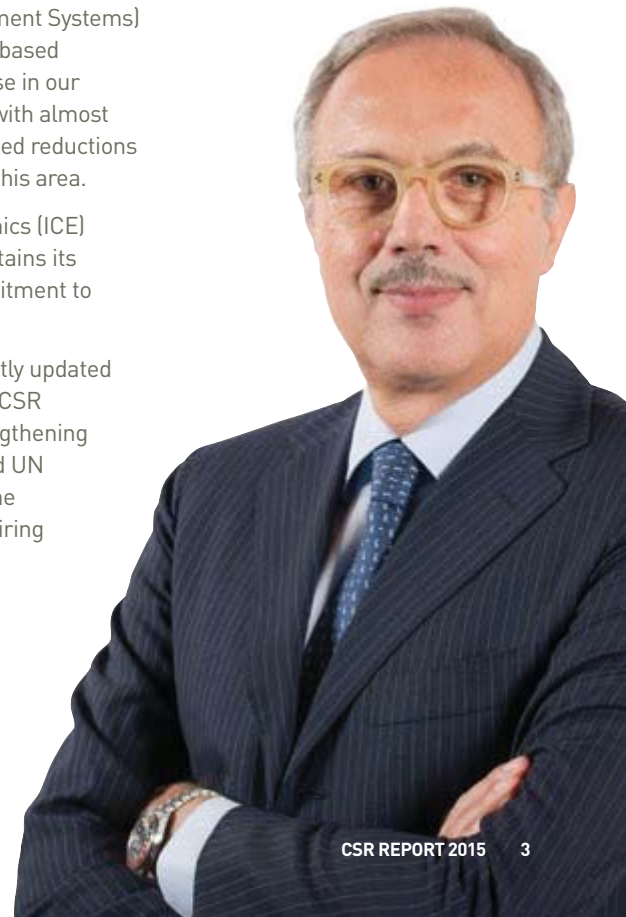
Another important area has been the roll-out of SITA's integrity, compliance and ethics (ICE) program, with our Code of Conduct that defines how we act to ensure that SITA sustains its excellent reputation. By launching ICE, we are demonstrating our continuing commitment to "doing the right thing".

I have been pleased this year to review and reconfirm our commitment to the recently updated United Nations Global Compact ten principles. Together with my colleagues on the CSR Executive Review Board and across our organization, I look forward to further strengthening SITA's commitment to CSR through this framework, as well as the recently released UN Sustainable Development Goals. I would also like to take the opportunity to thank the many SITA staff who reflect and extend these CSR commitments through their inspiring engagements with local community and charitable causes.

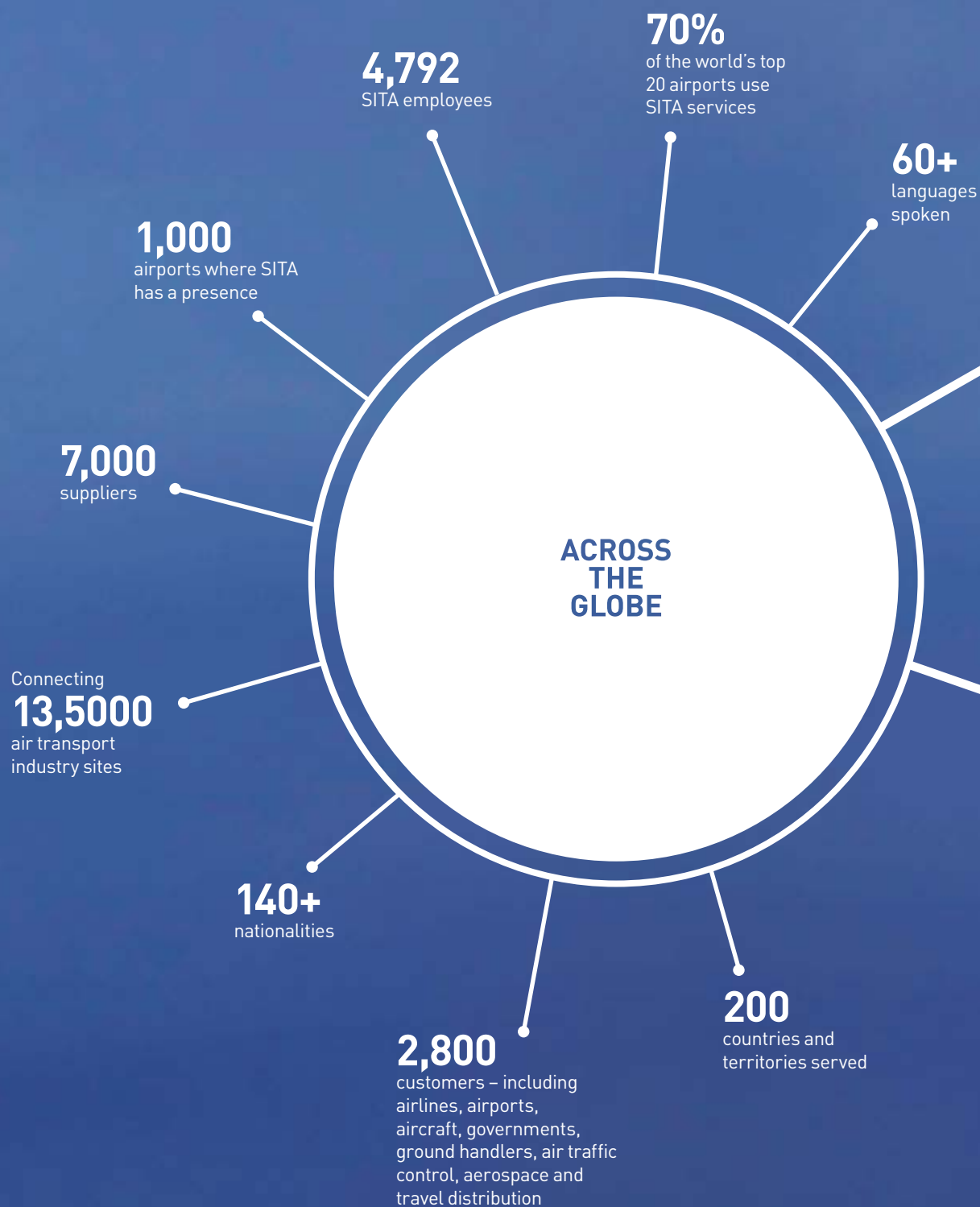
We encourage and welcome your feedback on our CSR Report via csr@sita.aero.



Francesco Violante
CEO, SITA



SITA BY NUMBERS



COMMUNITY OWNED

30+

Customer Advisory Board members

35+

air transport CIOs on SITA's Council and Board

20

committees to set standards

430

SITA Air Transport Industry members

100%

owned by and dedicated to the air transport industry

COMMUNITY DRIVEN

Largest provider of cargo management systems in

180+

countries

7%

of revenue committed to R&D innovation and collaboration

46%

customer service focused staff

2,000+

strong global service team

65+

years industry experience

SITA supports almost every airline and airport in the world

Specialists in air transport IT

Leader in common use (CUTE) systems at

365+

airports – that's

35,000

workstations and

2,000

kiosks

Customer satisfaction rated

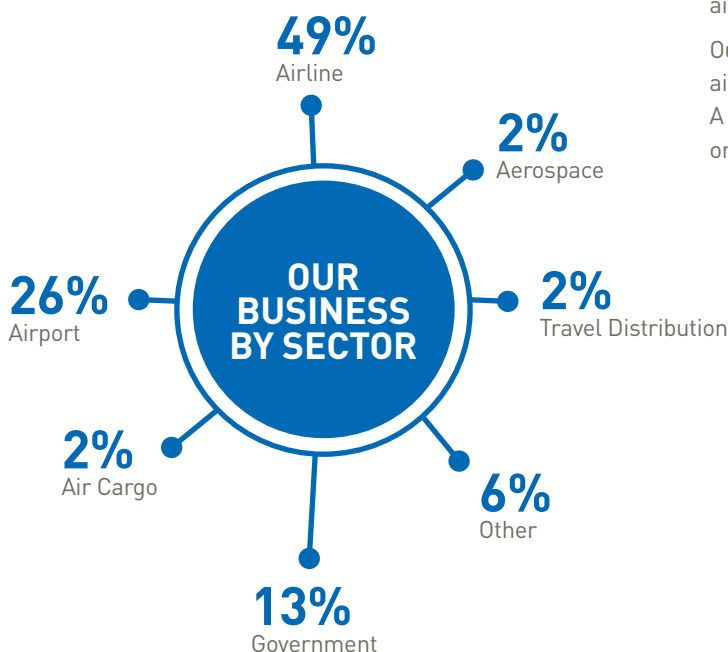
4.15 out of 5

ABOUT US

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 for more than 65 years.

Our global presence and deep roots in the community mean that our services and solutions are 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 approximately 4,500 people of more than 140 nationalities, speaking over 60 different languages in more than 135 countries. See the Our People section for further detail on our diverse global workforce.



OUR SOLUTIONS

SITA and its three subsidiaries – SITAONAIR, CHAMP Cargosystems, and SITA Bureau Services (SBS) – provide solutions across all air transport industry sectors through our seven business divisions:

- **Communications & Infrastructure:** Global and local services for all air transport sectors
- **Airport:** Passenger, baggage, operations
- **Passenger:** Passenger management and distribution
- **Government:** Border management
- **SITAONAIR:** In-flight connectivity
- **CHAMP Cargosystems:** Cargo management, community integration, eCargo
- **SITA Bureau Services:** ANSP Billing and revenue management.

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

Our portfolio addresses the IT and communications needs of the air transport industry with more than 120 products and solutions. A full breakdown of SITA's products and services can be found online: www.sita.aero/solutions-and-services/solutions

OUR 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.

ORGANIZATIONAL CHANGES

A change to the organization of our former subsidiary OnAir came into effect in January 2015. The newly named SITAONAIR continued operations as a standalone subsidiary incorporating OnAir in-flight connectivity solutions, SITA's Aircraft Solution Line (ACS) and Connected Aircraft program, as well as the CrewTablet solution and Gatelink capabilities also previously operated by SITA. Around 265 staff comprise the new SITAONAIR business organization.

Office premises relocations during 2015 included the following:

- 200 UK staff were relocated from Godalming, Surrey to two floors at the Royal Pavilion complex in Aldershot, Hampshire,
- 148 Republic of Ireland staff moved from Windyhall to three floors at the IDA Business & Technology Park, Carnamuggagh Lower,
- 560 US staff moved to two newly refurbished floors at our Atlanta Cumberland site, and
- 70 SITAONAIR staff in Switzerland were moved to refurbished office space at our Geneva Joinville site.

Other than those noted above, there have been no major changes to the organization's size, structure, ownership or supply chain since the last report, issued in June 2015. Detailed information on the composition and structure of our organization as it pertains to financial and other annual reporting requirements is included within the SITA Group Financial Statements and SITA Group Annual report. These are available on request from the Board Secretariat after their approval at SITA's AGA on 25 May 2016.



The Royal Pavilion Complex in Aldershot
– a new SITA location in 2015.

STAKEHOLDERS

We're owned by the air transport community, and we collaborate closely with all our stakeholders – members, customers, and industry bodies, as well as employees and local communities worldwide.

Members: SITA is a membership owned organization with over 430 active members from across the air transport industry (ATI). Through our cooperative structure we provide high-speed network communications to and between members on a not-for-profit basis and drive the IT agenda in the industry by researching and investing in the latest technology innovations. SITA's members benefit from SITA's neutrality and independence and can plan and operate their services in the knowledge that SITA offers services everywhere, including remote and challenging locations. In turn our members guide our direction and strategy through the SITA Council, which has reserved seats for both airport and ICT provider representatives. See our membership pages for more information:

www.sita.aero/about-us/sita-membership

Customers: More than 2,800 B2B customers use SITA solutions in all ATI sectors including airlines, airports, aircraft, governments, ground handlers, air traffic control, aerospace, and travel distribution. We engage with our customers regularly through SITA events such as the annual Air Transport IT Summit open to our members and customer representatives. We hear from our customers through forums including our Customer Advisory Board (CAB), which helps shape our strategy and portfolio, and the Communications and Infrastructure Advisory Board (CIAB), which acts as the voice of the community with respect to our network services. We operate formal feedback channels, such as our annual Customer First Feedback Survey, and engage regularly with customers through committees and user groups specifically dedicated to airports, baggage, passenger, aircraft, and AIRCOM services. For more information please visit: www.sita.aero/about-us/working-for-the-community/customer-forums

Employees: We engage with our 4,500+ employees as talented partners contributing to our success and growth as a business. Individual development plans and performance rewards help our employees stretch their capabilities and those of the organization. Formal feedback channels include a 360 degree upward feedback process and an annual employee survey conducted by an independent third party. 25 of our larger offices benefit from on-site functional leadership to engage with local priorities and concerns through a Locations Leader program. Read more about these and a range of local and global employee engagement activities in the Employee Engagement section of this report.

Suppliers: SITA works with around 7,000 suppliers around the world. Supplier selection is based on the value for money principle. While price is important, we always consider quality, timely delivery, reliability, warranty, safety, security, corporate social responsibility and after-sales services and support when making a procurement decision. We expect all our suppliers to comply with SITA Security Requirements and to embrace the social and environmental principles set forth in our Supplier Code of Conduct. More information on our supplier requirements is available at: www.sita.aero/others/supplying-sita

Industry associations: SITA has working partnerships with over 50 air transport industry associations, international organizations and institutions. 2015 saw an important collaborative development as SITA signed a new Memorandum of Understanding with IATA to define a framework for continued cooperation. A fuller description of our industry engagements is available at www.sita.aero/about-us/working-for-the-community

Local communities: All our employees are encouraged and empowered to take part in community and charitable projects and events through our Value in Volunteer Action (VIVA) program which gives each employee a full day's paid leave for volunteer activity each year. 2015 VIVA activities are included in the Community Giving section of this report.



VOICE OF THE CUSTOMER

SITA has been formally collecting customer feedback since 1998 through an annual relationship survey known as Customer First Feedback (CFF). Through this process we aim to understand and measure customer experience with our products and services and better understand customer perception of our business relationship. The survey results receive a high level of management visibility across the organization and right up to the level of the SITA Board.

To assure objectivity, CFF data is collected by a third party organization, Satmetrix, and includes a weighted average Customer Satisfaction Index and a proprietary Net Promoter score which measures how likely customers are to recommend SITA's services. In 2015 we launched a new, much shorter questionnaire to improve the experience and reduce the effort of customer contacts completing the online survey. The results are shown right.

528
surveys
completed

record high
Customer
Satisfaction
Index:

4.15

**CUSTOMER
FIRST
FEEDBACK**

63.3%
record high Net
Promoter score

98.5%
percentage satisfied,
very satisfied or
absolutely satisfied

SITA'S INDUSTRY PUBLICATIONS

Air Transport IT Review

Published three times a year, our widely read review explores the latest IT and telecommunications issues for the air transport industry.

Airline IT Trends Survey

Working with Airline Business, SITA publishes this analysis of the views of senior IT executives of the top 200 passenger carriers, providing clear insight into industry IT strategic thinking and developments.

Airport IT Trends Survey

This annual survey, co-sponsored by Airports Council International (ACI) and Airline Business, analyses IT trends through responses from more than 200 airports worldwide.



Passenger IT Trends Survey

Nearly 6,000 passengers completed the 2015 online survey, co-sponsored by Air Transport World, which focused on passenger satisfaction with industry technology adoption.

Baggage Report

Every year SITA reports on statistics, innovations and important trends in the baggage world.

360 Report

SITA regularly publishes in-depth reports on specific ATI topics and trends. A report entitled "The Future is Personal", released in February 2015, delved into the personalization expectations of the modern passenger.

IT Trends Hub:

SITA makes over 200 charts from the surveys available for use through its Trends Hub, available at www.sita.aero/resources/it-trends-hub

GOVERNANCE

SITA BOARD

As of 31 December 2015 the SITA Board comprised 13 Directors including the SITA CEO. Board Directors are nominated by the SITA Council for appointment by the General Assembly of Members. 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.



■ CEO ■ Member Directors ■ Non-Member (independent) Directors

The SITA Board supervises the activities of the SITA Group to ensure its effective operations. The role of the Board has been modeled on best practice for both cooperative and commercial organizations.

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

SITA COUNCIL

The SITA Council represents and safeguards the interests of our membership with the right of final approval over specific and 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 SITA members. Finally, and very importantly, the SITA Council is tasked with gathering community opinions and reporting back on their actions.

Formed in 2012, the SITA Council is composed of up to 34 member-representatives. The Council President, who is a representative of a member organization, chairs the SITA Council.



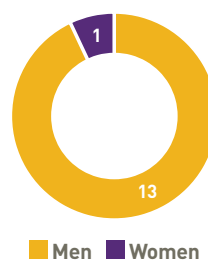
■ Members from our top 20 customers
■ Airline geographical group representatives
■ Industry-specific group representatives

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

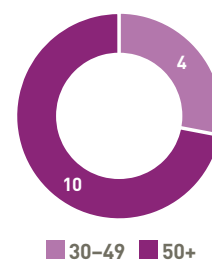
SITA SENIOR LEADERSHIP TEAM

SITA's CEO leads our Senior Leadership Team (SLT), 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 areas, functions, geographies and the CEO Office.

SLT composition by gender



Age range of SLT members



GENDER SPLIT AND AVERAGE TENURE ACROSS SITA'S GOVERNANCE STRUCTURE

| | SITA Board | SITA Council | Audit & Risk Management Committee | Remuneration Committee | Nomination Committee | Membership Committee |
|-----------------------|------------|--------------|-----------------------------------|------------------------|----------------------|----------------------|
| Average Tenure | 5.0 | 2.4 | 3.9 | 5.5 | 2.4 | 6.1 |
| Men | 11 | 30 | 4 | 5 | 8 | 4 |
| Women | 2 | 1 | 1 | 1 | 0 | 0 |
| Total | 13 | 31 | 5 | 6 | 8 | 4 |
| % Men | 85% | 97% | 80% | 83% | 100% | 100% |
| % Women | 15% | 3% | 20% | 17% | 0% | 0% |

More information on our governance and management structure can be found online at: www.sita.aero/about-us

OUR PERFORMANCE

Sustainable and profitable growth remains a critical part of SITA's 2020 business plan and evolution.

Our results continue to show steadily rising revenues. SITA's 2015 revenue figure grew by 3.2% to US\$1.7bn, including over-recovery. This compares to figures of 4.3% (US\$1,710m) in 2014, and 4.0% (US\$1,633m) in 2013.

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, 2015. These are available on request from the Board Secretariat at SITA after their approval at SITA's AGA on May 25, 2016.

With regard to government financial assistance, SITA benefits from a number of tax relief and other subsidy schemes at specific locations. These business incentives totaled US\$3.1 million in 2015 and included the Atlanta, Georgia tax relief for high technology companies, the Montreal CDAE (credit for the development of e-business) and the Prague subsidy for business activity.

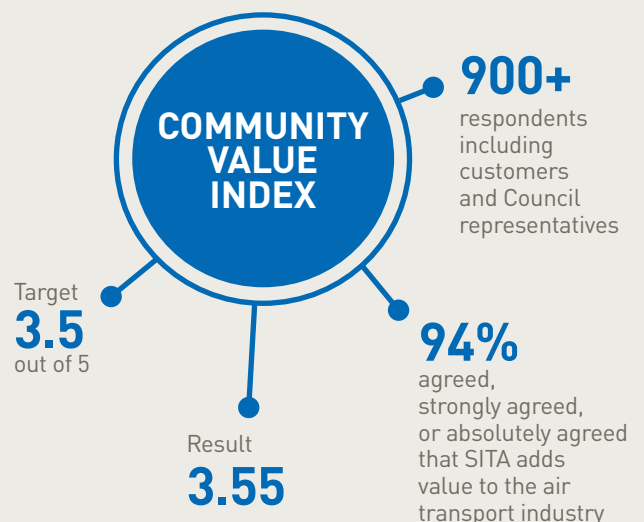
COMMUNITY VALUE

In 2015 SITA started a program to identify, measure, promote and grow the value we deliver for the Air Transport Community. We describe Community Value as the benefits derived for the air transport community as a whole by virtue of the unique industry governance, commitment, expertise, innovation and partnership that SITA delivers on behalf of its members and customers. The program is supported by 10 value drivers:

1. Actively engaging with the Air Transport Industry to bring about positive change
2. Delivering ICT solutions to meet the needs of the community
3. Creating a more price competitive market environment that results in greater customer choice
4. Collaborating with the industry to develop and implement global standards
5. Delivering innovation which directly responds to Air Transport Industry challenges
6. Reducing the total cost of ownership through delivery of shared infrastructure and community solutions
7. Ensuring presence with staff and infrastructure wherever airlines fly
8. The skills, experience and contribution of SITA's employees
9. Supporting and servicing the community beyond business as usual
10. Being owned and governed by the Air Transport Community



Photo: Photo competition entry "Night activity" by Massimiliano Pescatori



INNOVATION

SITA spends millions of dollars on research and development every year – around 7% of our revenue. The result is an innovation culture focused on creating the solutions that benefit the entire industry and keep it moving forward.

This year, for the second time in the past four years, the Air Transport News (ATN) Awards recognized SITA as the 'IT Company of the Year' for its influential leadership, innovation and industry achievements. Here are a few of the innovation areas where SITA leads the way.

SITA Lab: SITA's strategic technology research arm, SITA Lab, aims to stimulate technological innovation in the air transport industry and bring emerging technologies into SITA's portfolio and works in collaboration with airlines, airports, and technology specialists globally. Lab projects in 2015 explored using drones for aircraft inspection and maintenance, the development of a sales platform for ancillary airline services, operational applications of the Apple Watch and other wearable computing, ongoing development of our a Common Use iBeacon Registry and further research into passenger experience applications of beacon technology.

Innovation Day: An annual SITA Lab event since 2007, SITA's Innovation Day 2015 featured an exciting lineup of presentations on autonomous vehicles, drone ports, blockchain, the internet of things and more. Presentations are available at www.sita.aero/events/events-listing/sita-innovation-day-2015

Hackathons: In October 2015 Singapore's main airport welcomed hundreds of students and tech enthusiasts at inaugural hackathon events hosted by Singapore Airlines and the Changi Airport Group. SITA's contributions included a simulation of our Common Use Beacon Registry for the hacking teams to use as well as access to some of our APIs. SITA's APIs provide a channel into the vast amounts of rich data generated and required by airlines, airports and travelers. Read more about our growing range of APIs at www.developer.aero

In-flight Wi-Fi Voucher API: SITAONAIR and the Developer.aero team launched an innovative new API which allows airlines, GDSs and other agents to sell Wi-Fi sessions as part of the booking process. Passengers receive a promotional code which can be used to activate their internet session once they're on the plane.

Boarding Pass API: One of the first APIs developed by SITA Lab, Boarding Pass API allows airlines to create and distribute mobile boarding passes. In 2015 around 2.5 million boarding passes were issued every month via the API which recorded a truly impressive 100% uptime for the entire year.

Day of Travel APIs: SITA's new Day of Travel Services solution connects real-time airport, flight, itinerary and related data, enabling airports to provide contextually aware mobile applications to passengers such as walk times and wait times.

iTravel: SITA's iTravel solution enables passengers to book, pay, check-in, review their frequent flyer account, search flight schedules and check status, and track lost and mishandled luggage using their mobile phone. In 2015 MHMobile, the Malaysian Airlines mobile app powered by iTravel, reached a major milestone, surpassing 1 million downloads on Android devices and more than 700,000 on IOS.

Day of Operations BI: Airports can now turn data into knowledge with SITA's new Day of Operations business intelligence and data visualization solution. With a unique BI portal called AirportPulse, our airports and airlines proactively respond to potential issues before they happen by sharing clear information to the right teams. dayofoperations.sita.aero

Media Station kiosks: Up to 100,000 kilograms of newspapers and magazines go onboard with passengers every day. That uses up valuable fuel and costs the industry significantly to supply, collect and dispose of it all. SITA's new Media Station kiosk – developed in partnership with Orange Business Services – provides a solution, enabling passengers to choose from a selection of hundreds of newspapers, magazines, films, TV series, city guides, and more for download to mobile devices.



DOING BUSINESS THE RIGHT WAY

We operate in diverse cultural, political and economic environments around the globe.

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.

OUR APPROACH TO ETHICS AND COMPLIANCE

In 2014 SITA created a dedicated compliance team which reports into the General Counsel and is accountable to the Ethics Office. The initial priority for the team was the establishment of the Integrity, Compliance and Ethics (ICE) Program, which was successfully launched in March 2015 with endorsement from the CEO and the SITA Board.

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.

ETHICS TRAINING AND COMMUNICATION

Standards are mandated across the business and apply to all our employees and contractors. 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.

Our standards currently include the new Code of Conduct, 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.

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.

In 2015 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 Chief Ethics and Compliance Officer also delivered face-to-face sessions on compliance and ethics to the Senior Leadership Team and to the SITA Board.

All employees are required to complete mandatory e-learning on our Code of Conduct. 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.

EFFECTIVENESS

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

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 Code of Conduct.



RISK ASSESSMENT

Since 2013 we have carried out annual standalone compliance risk assessments to identify those business operations which have the higher risk of a compliance breach, those areas often identified because of the type and location of the activities carried out. These 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.

Risk management is also addressed in a new Standard Commercial Process (SCP) launched in 2015. The aim of SCP is to document ways of working on every SITA commercial opportunity in order to meet customer requirements while supporting SITA's corporate objectives with regard to commercial, financial, governance and risk management criteria.

GOING FORWARD

In 2016 we plan a number of initiatives under the ICE program umbrella including:

- A roll out of the new Code of Conduct and supporting e-learning to SITAONAIR and our subsidiary CHAMP Cargosystems
- Targeted e-learning modules and face-to-face training on anti-bribery and corruption, trade controls and data protection on a risk-based approach
- A new externally hosted speak up facility to provide an additional way for our people to seek advice on compliance with, and raise concerns on any potential breach of, our Code of Conduct
- Enhanced communications to raise awareness
- A Global Integrity, Compliance & Ethics (ICE) week of events and activities

DATA PROTECTION AND INFORMATION SECURITY

At SITA we respect and protect the privacy of our people, customers, third parties, business partners and others, only using personal data when needed to operate effectively or to comply with the law. Our expectations of our people in this regard include:

- safeguarding, on a need to know basis, any SITA, third party or other confidential information,
- knowledge of and compliance with data protection laws and regulations regarding the collection, processing and use of personal data in our products and services, and
- taking reasonable measures to protect such information from unauthorized access.

Employees are supported to meet these expectations by a comprehensive Corporate IT Policy, newly revised and approved early in 2015, which outlines the rules, standards and guidelines for the use and management of SITA's Corporate IT resources.

In April 2015 a briefing for all staff regarding Security Threat Intelligence & Risk Management Capability provided further support and information on the current and changing risk environment for information security threats that have the potential to affect our operations and those of our customers.

Also during the year a new two-factor SSL VPN solution was rolled out to all staff which enables and greatly enhances the security of remote corporate networking.

INTERNAL AUDIT

SITA's Internal Audit & Risk Management is an independent assurance and consulting function within the business. They support the Senior Leadership Team in the fulfillment of their enterprise risk management responsibilities, by managing, monitoring, and refining the corporate risk management framework, and by supporting the associated processes.

The Internal Audit & Risk Management also provide the SITA Board members with independent assurance over all audited areas of the company's operations.



CSR AT SITA: AN INTEGRATED APPROACH

SITA's CSR office is managed by dedicated resource and reports into the Senior Leadership Team.

It is complemented by a CSR Steering Group 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.

The Review Board comprises the Senior Vice Presidents of the Sales and Marketing, Corporate and Technology Services, Human Resources and SITA's General Counsel. A change of General Counsel midway through 2015 was reflected in the Review Board membership.

MANAGEMENT APPROACH

We make reference throughout this report 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 with regards to Principle 15 of the Rio Declaration on Environment and Development. Through alignment to the UNGC and adoption of ISO 14001, ongoing review and a corporate risk register, the company addresses a number of areas and includes aspects related to the environment. SITA's Internal Audit and Risk Management team conduct reviews of the register 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.

In 2015 we reviewed our position against the recently updated United Nations Global Compact 10 principles and associated indicators. Steady progress has been made in all areas, demonstrating our ongoing commitment to being a responsible business. In the short to medium term we will continue to build on these sustainability priorities and the progress we have made.

OUR SUPPLY CHAIN

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 1,300 key suppliers. Supplier selection is primarily based on the value for money principle. However, 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.

In 2014 we developed Responsible Procurement courseware for our people which details our commitments as a signatory to the United Nations Global Compact specifically as they relate to our supply chain. The course is mandatory for all purchasing staff and recommended to all staff alongside our other ethics and compliance training courses.

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: SITA's Code of Conduct clearly states the expected behaviors of those who work with us. Harassment in the workplace is strictly prohibited. This includes any behavior toward another person based on that person's race, color, 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 behavior. They have the company's assurance that any complaints will be handled promptly and thoroughly.

Forced labor and anti-slavery: We do not consider there to be a high 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. Following an analysis of countries, an initiative in 2016 will add standard clauses to our supplier contracts to address labor practice risks. 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 including SITA-specific courses on the Code of Conduct: Best Practices and Ethics and Compliance Training.



CSR PRIORITIES AND TARGETS

The global nature of our business brings with it unique sustainability opportunities and challenges.

We respond to these through our corporate social responsibility (CSR) strategy, aligned under three key themes:

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

Our strategy is underpinned by our CSR Charter and its six guiding principles that drive our approach to CSR.

- 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.

SITA's CSR Steering Group set a number of targets in 2014 which we have continued to track and measure through 2015.

The following table shows the status as of year-end.

CSR TARGETS

| Indicator | 2015 Target | Status Year end |
|---|-------------------|---|
| % of corporate hardware managed through our disposal process in 10 largest offices | 100% | ● 100% achieved |
| Increase reporting scope to include energy and emissions measurement that represents 73% of SITA population | 73% | ● 72% |
| Water usage - baseline across key sites (ATL/SIN/PRG) | Baseline | ● 3 sites now reporting |
| Track paper consumption in major sites | Track in 10 sites | ● 23 sites |
| Create environmental statements for key sites and publish | Current metrics | ● 23 locations |
| Air travel emissions capture | 90% of all travel | ● 90% |
| No increase in electricity consumption in offices where the ability is present for measurement | 0% increase | ● 4.9% decrease against same sites measured 2014-2015 |
| Energy intensity per square metre | 0% increase | ● 0.8% reduction over prior year |
| Emissions intensity per square metre | 0% increase | ● 1.2% reduction over prior year |
| Volunteering days | 200 | ● 159 days |

■ Achieved or exceeded ■ Within 5% of target ■ Not achieved



SITA AND THE ENVIRONMENT

SITA has a responsibility to understand and manage its environmental impacts.

We do this in a number of ways: through our corporate environment policy, through our adoption of ISO14001 (Environmental Management Systems) and by reporting on our progress.

ENVIRONMENTAL FRAMEWORKS

SITA has been working towards ISO 14001, the international standard for Environmental Management Systems (EMS), at a number of our locations since 2013. The standard specifies the process for controlling and improving an organization's environmental performance, and its adoption forms a core element of SITA's CSR strategy. Work will begin in 2016 to review and align SITA's environmental measurement and reporting to the updated standard ISO 14001:2015, with the aim to recertify in 2017.

Our five largest locations, plus Rome, are now ISO 14001:2004 certified:

- Montreal (March 2015)
- Atlanta (March 2015)
- Geneva (December 2014)

- Singapore (December 2014)
- London Gate (September 2014)
- Rome (April 2013; recertified in 2015)

Our own EMS was implemented in 2011, and captures information on SITA's environmental aspects – such as energy use, videoconferencing, paper use, and emissions from travel and energy use. We use business intelligence in the EMS to help normalize the figures. For example, we calculate and report on intensity for our energy and emissions per SQM. This allows us to track and compare annual variations and is the source of the energy usage and related data in this report.

Through the year we implemented environmental statements at 23 of our locations, and made them available to all staff via our intranet. In these we shared information directly from our environmental management system on energy consumption, energy and emissions intensity, paper consumption, and water consumption (where available). The statement also lists the material recycling available at the location and outlines any ways that environmental impacts are reduced at the site, such as video conferencing, motion sensitive lighting, use of multifunction printers, and similar related activities.



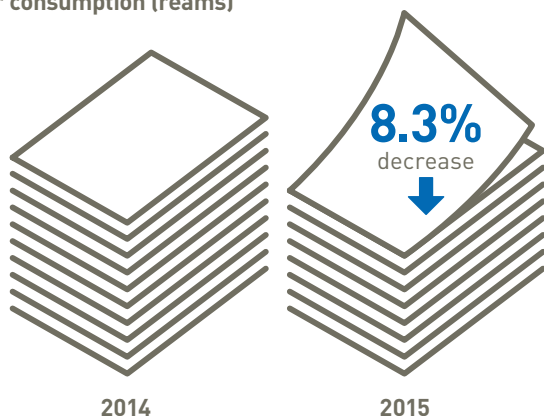
WATER CONSUMPTION

In 2015 we began collecting metrics for water consumption at sites where we have the capability. These are Atlanta (our largest site), Singapore and Prague. The consumption from these three sites was 42,158m³.

PAPER CONSUMPTION

We also extended our capability for recording paper consumption to 23 (76.6%) of our offices. Overall we saw a 8.3% decrease in total reams used in 2015. Some of this decrease can be attributed to the continued implementation of multifunction printers requiring a passcode for printing – leading to less unnecessary printing.

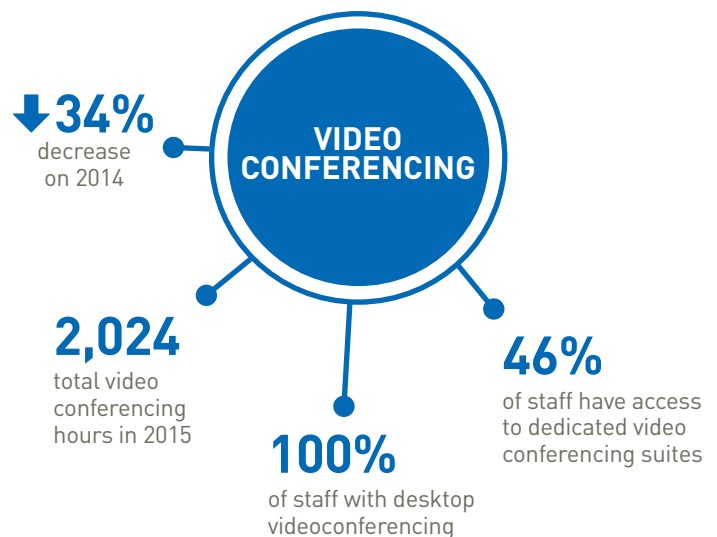
Paper consumption (reams)



VIDEO CONFERENCING

The total number of hours of reported videoconferencing in our 15 dedicated conferencing rooms at 12 locations was reduced in 2015. This decrease can be attributed to the fact that while the videoconferencing hours reported are from fixed systems in dedicated videoconference rooms, SITA also uses alternative approaches such as desktop-based video calling.

In the second half of 2015, we implemented Skype for Business which has given video capability to everyone and enabled more collaboration than before. While we do not track usage of the system informal data capturing reveals a high level of use.



ENERGY AND EMISSIONS DATA

SITA's energy data is recorded in our environmental management system throughout the year. It includes actual energy consumption, as well as estimated consumption based on pro-rata occupancy of locations as a tenant. All calculations are made through the environmental management system. Details of flights and the related emissions are provided annually by our travel services provider.

MANAGING END-OF-LIFE IT EQUIPMENT

In line with the Waste Electrical and Electronic Equipment (WEEE) Directive to promote reuse, recycling and recovery of end-of-life equipment, SITA is committed to the responsible disposal of corporate hardware. We do this by using a carefully selected roster of recycling service providers who in turn ensure our IT equipment is re-used or disassembled and recycled/ disposed of in an environmentally responsible manner and within all applicable legislation. In 2015 we met our target of 100% responsible disposal at our 10 largest offices, and we continue to work toward our aim of zero electronic waste to landfill.

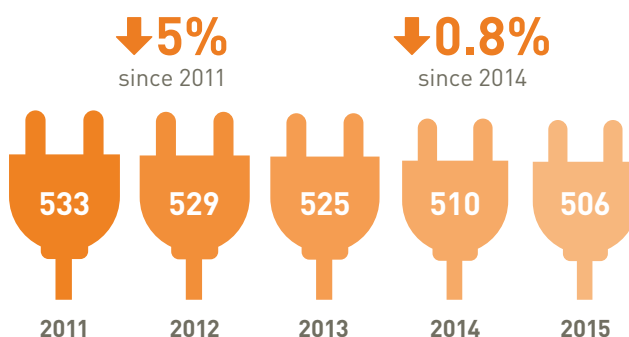
We also engage in responsible recycling when dealing with end-of-life equipment on behalf of our customers. Using our recycling providers, we aim to ensure that IT equipment is managed responsibly – wherever it is in the world.

ENERGY CONSUMPTION

SITA's main environmental impacts have been identified as energy consumption and subsequent emissions related to normal business operations, use of materials (such as paper, print toners) and emissions from business air travel. In addition, SITA has some locations with on-site diesel storage and this is recorded as an environmental aspect.

This is less than that reported in the previous year. While we were not able to collect data for some sites that were included in the 2014 data when we consider the overall intensity factors a decrease is shown. Throughout the year the benefits of the implementation of low energy lighting, reduced floorspace and more energy efficient equipment continue to be realized. In July we completed a refresh on our offices in Atlanta which saw our floorspace reduce. This floorspace reduction has not been calculated in the overall intensity reports, but will be applied in the 2016 report against the full year data.

Energy intensity (kWh per square metre)



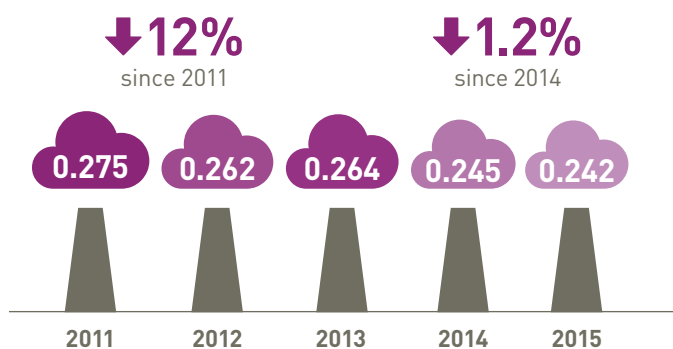
SITA's offices in Atlanta have benefited from a refurbishment that includes low energy smart lighting

EMISSIONS

SITA reports on indirect emissions – those covered by scope 2 and scope 3 of the GHG protocol – including those related to the consumption of purchased electricity, and transport-related vehicles outside our control.

We use DEFRA (2014) GHG factors to calculate the emissions from energy consumption from our operations, with the exception of UAE, Lebanon and Jordan where the International Energy Agency (2014) factors were used. We break down the greenhouse gases into carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The emissions breakdown of our energy consumption for all sites is as follows:

Scope 2 emissions intensity (tonnes CO₂e per square metre)



EMISSIONS FROM AIR TRAVEL

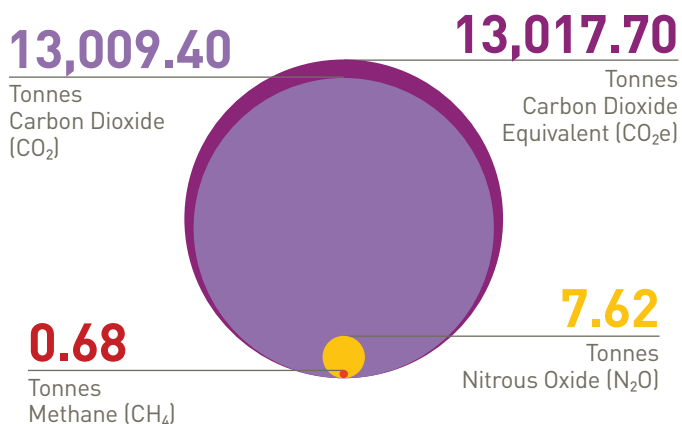
Our reporting on emissions from air travel has increased, now including circa 90% of all flights booked – thanks to emissions data collection from our sites in Dubai and South Africa. The figure of 13,960.77 CO₂e for 2015 is 17.7% more than 2014 due to this additional reporting.

The flight emissions intensity figure of 0.000228 represents a 10% increase on the previous year, as a result of the expanded reporting capability. When comparing the 2014 and 2015 flight information (excluding the data from the new sites) a decrease of 0.5% in emissions is recorded.

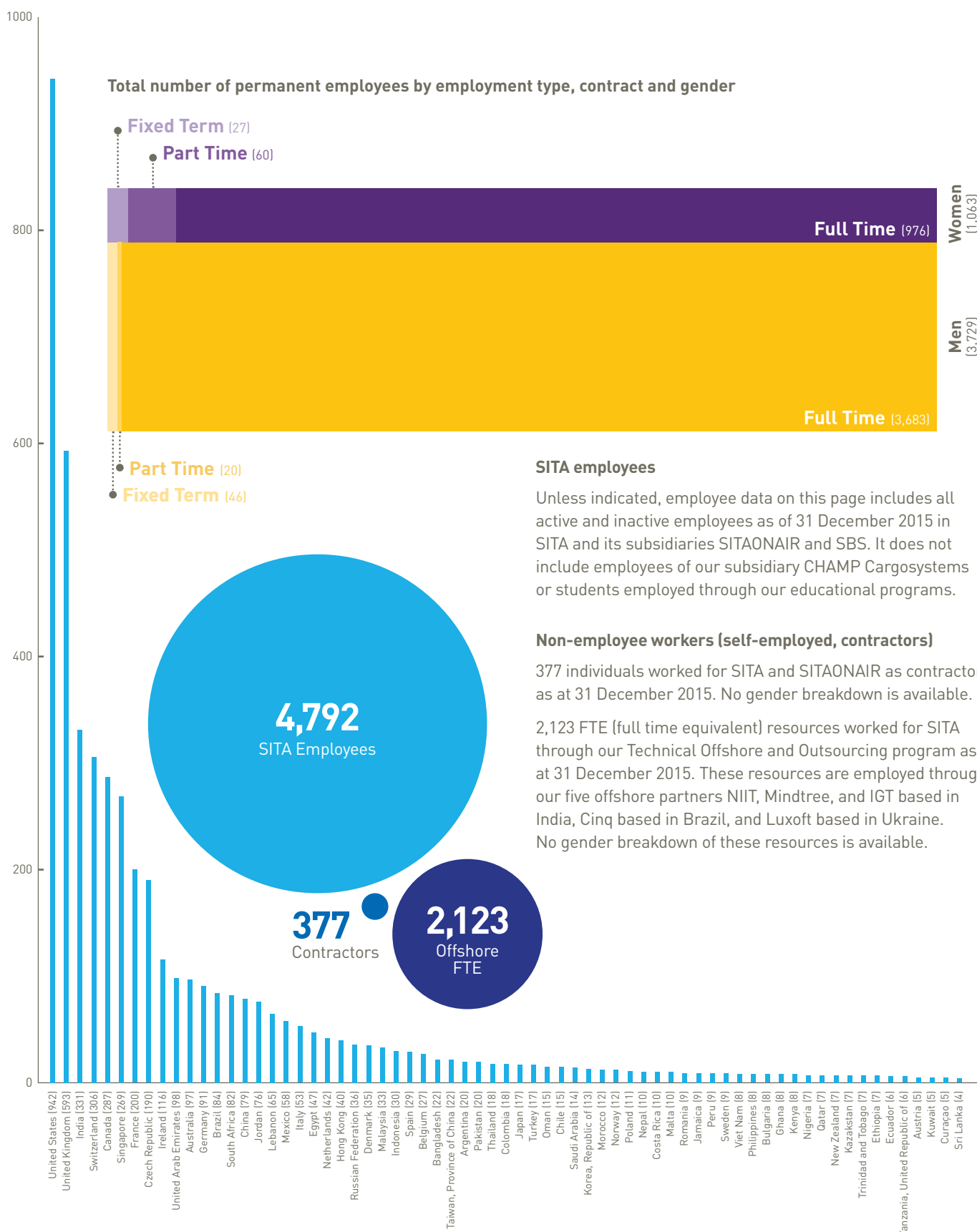


13,960.77

Tonnes Carbon Dioxide Equivalent (CO₂e)
from air travel



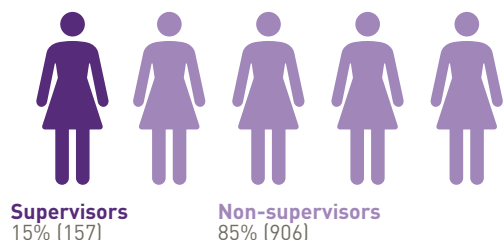
OUR PEOPLE



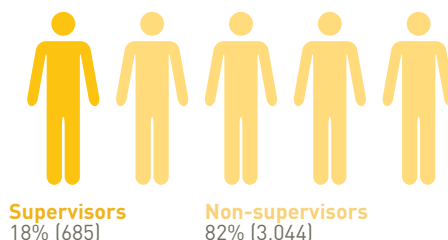
*Note: This bar graph visualization includes SITA, SITAONAIR, SBS and CHAMP Cargosystems employees for a total of 4,887 people employed globally by SITA and its three subsidiaries.

Workforce by employees and supervised workers and by gender

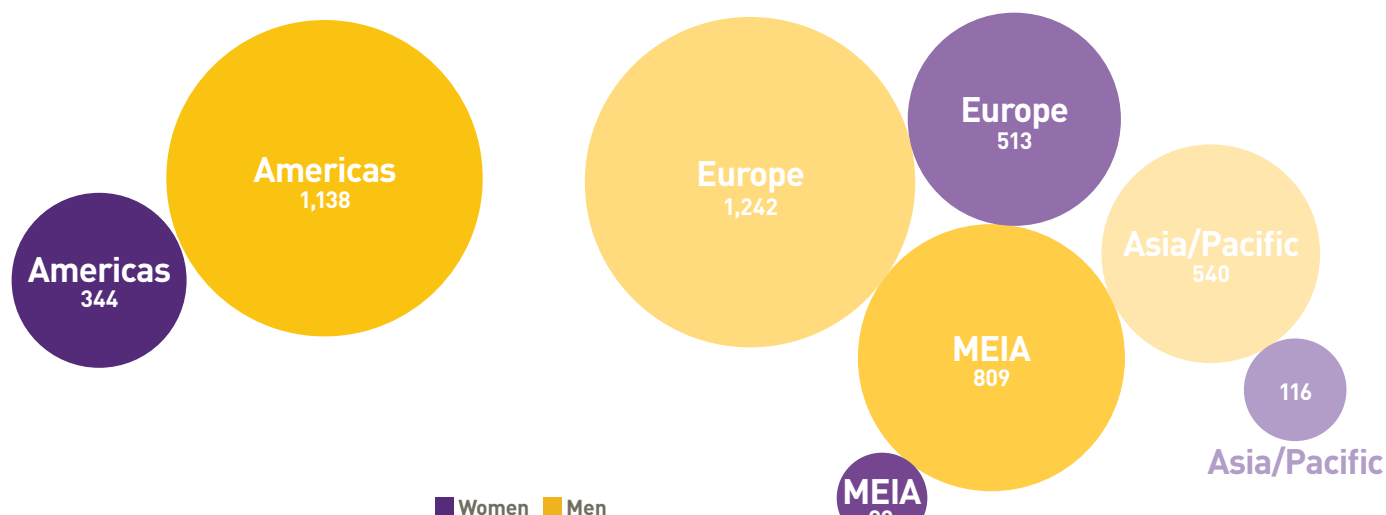
Women



Men



Total workforce by gender, by region



aCtive values

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.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------|--------------------------------|----------------|-------------|---------------|-------------------------------|------------|----------------------|------------|---------------|--------------|-------------|-------------|--------------|--------------|-------------|------------|-----------|-----------------|----------------------|----------------|------------|--------------|------------------------|-------------------------|--------------|--------------|-----------|----------------|----------|-----------|------------|-------------|----------------|-----------|-------------|------------|-------------|------------|-----------------------|------------------------------------|-------------|---------------------------------|----------|----------|------------------------------------|----------------|------------|-------------|----------|-----------|------------|------------|-----------|-------------|--------------|------------|-------------|-------------|-----------|------------------|------------------|--------------|-------------|--------------------------|-----------|------------------|--------------|-------------|
| Zambia (4) | Iran (Islamic Republic Of) (4) | Azerbaijan (4) | Hungary (4) | Venezuela (4) | Sint Maarten (Dutch Part) (4) | Israel (4) | French Polynesia (3) | Angola (3) | Mauritius (3) | Paraguay (3) | Tunisia (3) | Myanmar (3) | Mongolia (3) | Portugal (3) | Ukraine (3) | Malawi (2) | Aruba (2) | El Salvador (2) | Papua New Guinea (2) | Mozambique (2) | Greece (2) | Cameroon (2) | Republic of Serbia (2) | Antigua and Barbuda (2) | Slovakia (2) | Maldives (2) | Sudan (2) | Cape Verde (2) | Togo (2) | Yemen (2) | Uganda (2) | Algeria (2) | Uzbekistan (2) | Libya (1) | Grenada (1) | Guinea (1) | Bahrain (1) | Guyana (1) | Brunei Darussalam (1) | Korea, Democratic People's Rep (1) | Burundi (1) | Lao People's Democratic Rep (1) | Chad (1) | Mali (1) | Congo, The Democratic Republic (1) | Mauritania (1) | Cyprus (1) | Namibia (1) | Fiji (1) | Niger (1) | Gambia (1) | Panama (1) | Benin (1) | Reunion (1) | Cambodia (1) | Rwanda (1) | Croatia (1) | Senegal (1) | Gabon (1) | Sierra Leone (1) | Burkina Faso (1) | Suriname (1) | Eritrea (1) | Syrian Arab Republic (1) | Congo (1) | Turkmenistan (1) | Zimbabwe (1) | Vanuatu (1) |
|------------|--------------------------------|----------------|-------------|---------------|-------------------------------|------------|----------------------|------------|---------------|--------------|-------------|-------------|--------------|--------------|-------------|------------|-----------|-----------------|----------------------|----------------|------------|--------------|------------------------|-------------------------|--------------|--------------|-----------|----------------|----------|-----------|------------|-------------|----------------|-----------|-------------|------------|-------------|------------|-----------------------|------------------------------------|-------------|---------------------------------|----------|----------|------------------------------------|----------------|------------|-------------|----------|-----------|------------|------------|-----------|-------------|--------------|------------|-------------|-------------|-----------|------------------|------------------|--------------|-------------|--------------------------|-----------|------------------|--------------|-------------|

RECRUITMENT & RETENTION

SITA's success is dependent on the skills and know-how of our people.

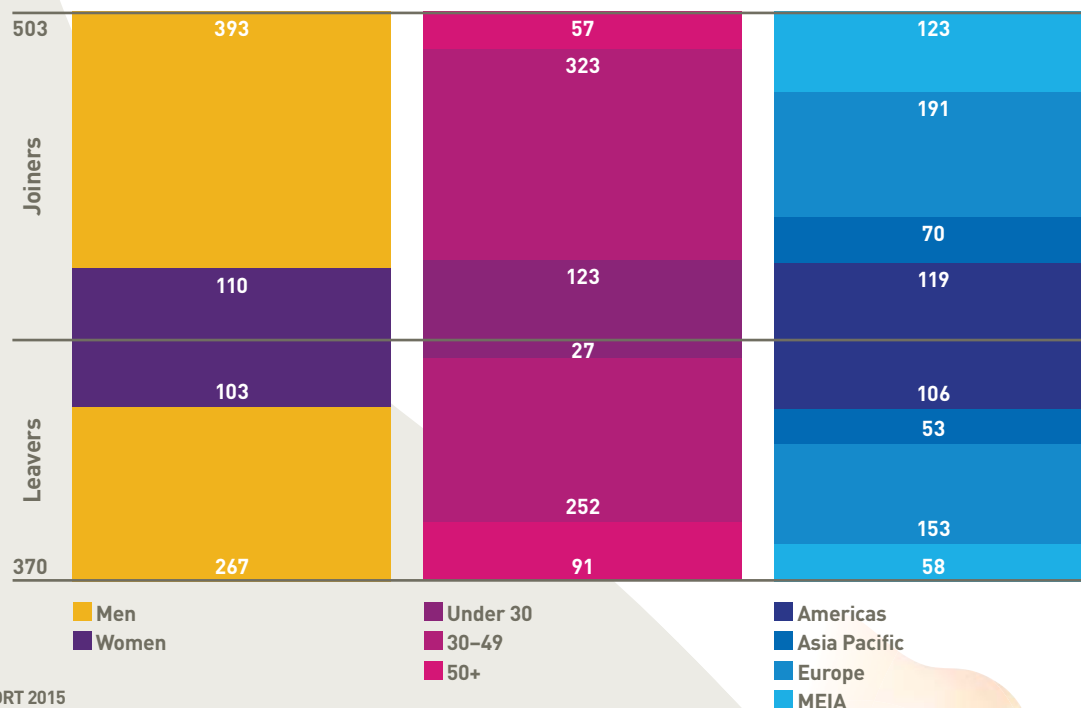
Our HR team works hard to attract and retain the highly-skilled and engaged workforce we need in a fast-moving technological environment.

EQUAL OPPORTUNITY

SITA is an Equal Employment Opportunity (EEO) employer and, in line with UNGC principles, does not discriminate based on age, race, color, creed, religion, national origin, sex, sexual orientation, gender identity, disability, marital status, age, protected Veteran status, or any other characteristic protected by state or federal law. SITA's equal employment opportunity policy applies to all employment practices and actions, including, without limitation, recruitment, application process, examination and testing, hiring, training, disciplinary actions, rate of pay or other compensation, advancement, classification, transfer, reassignment and promotions, and during the year 25.6% of roles were filled by employees moving to new roles within the business. 20.7% of leadership roles were also filled internally.

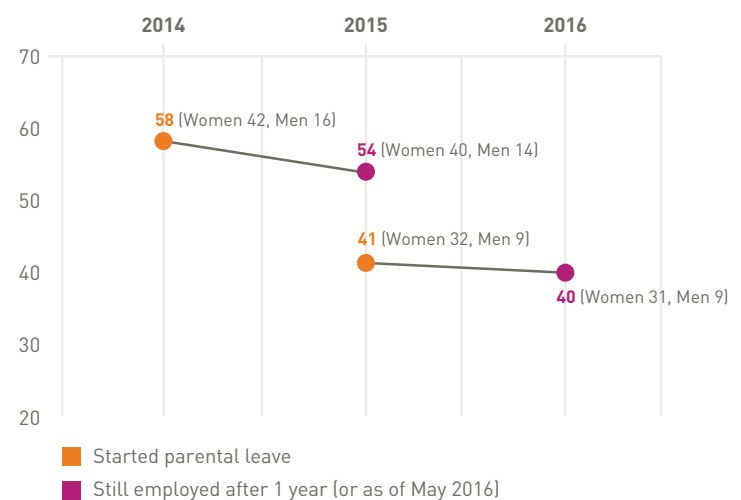
In keeping with this policy, hiring at SITA follows a best fit for role model, with clear corporate policy and guidance in place for people-related procedures. Internal hires and employee referrals are encouraged. As a global principle there is no distinction made between benefits provided to full-time employees as to part-time employees. Our voluntary attrition rate was 5.3% in 2013 and 4.5% in 2014. It continued to drop in 2015 to 4% for the year.

Number of leavers and joiners by gender, region and age



PARENTAL LEAVE AND RETURN TO WORK

Parental leave entitlement varies from country to country, extending to several years in some countries, making reporting on this indicator something of a moving target. However, the graph below summarizes the data we have gathered as of the time this report was compiled in March 2016.



DIVERSITY

We strive to build and maintain a productive, motivated workforce by treating all employees fairly and equitably. As a result we benefit 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 on pages 24 and 25. Note that aside from gender and age, our HR systems do not capture other measures of diversity.

FREEDOM OF ASSOCIATION

At SITA we do not discriminate on the basis of trade union membership or non-membership, and 14% of our workforce are covered by collective bargaining agreements in 16 countries. Employees in five additional countries receive statutory annual pay increases as required by law.

EMPLOYMENT EQUITY IN CANADA

In 2015, SITA entered the third year of an Employment Equity program in Canada which monitors how four designated groups – women, Aboriginals, persons with disabilities, and visible minorities – are represented. An annual report on 2014 activities to support this program was accepted by the Canadian government in July 2015, and a similar report is anticipated this year.

WOMEN IN AFRICAN AIR TRANSPORT

SITA and BARSa (Board of Airline Representatives of South Africa) hosted the inaugural Women in African Air Transport forum on 9 November 2015 in Johannesburg.

Speaker topics included trends and prospects in the African air transport industry, passenger growth in the region, insights into the perspectives of women in the sector. The forum also served as an introduction to the SITA Air Transport Community Foundation, an initiative between SITA and its Members to provide IT and education to communities in Africa.

WOMEN REPRESENT

22%
of our workforce

AND

19%
of our senior roles
(grade 8 or higher)

AND RECEIVE

22.7%
of our total annual base pay

Speakers at the Women in African Air Transport Forum



WORKING AT SITA

HEALTH & SAFETY

SITA's workforce mostly operates from an office environment, meaning the risks of accident and injury are relatively low. As a business-to-business services organization, our employees do not have a high risk of diseases related to their occupation. We nonetheless take all steps practical to provide a healthy, safe and secure working environment for all personnel under our direct supervision.

In order to manage health and safety issues effectively across the 137 countries and territories where we operate, SITA has documented a Master Health, Safety and Security Policy which details the minimum standards for all SITA sites. This policy serves as a basis on which our local facilities teams create and document policies and procedures that comply with local regulations.

We also comply with local regulations where required regarding formal joint management-worker health and safety committees. These are currently in place in major countries including the UK, France, Canada, South Africa, and Australia. Globally, all new hires are required to undertake mandatory e-learning on health and safety upon joining.

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. In addition in 2015, we recorded three lost workdays by one employee due to injury at work and two incidents requiring medical treatment at work. The total number of days lost due to sickness in 2015 was 13,557, taken by 1,622 employees. The breakdown by gender is shown below.

Employees who took sickness absence in 2015 by gender



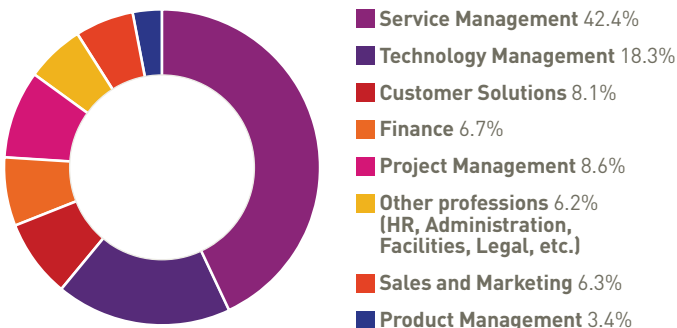
PROFESSIONAL DEVELOPMENT

Everyone in SITA benefits from clear job descriptions, objectives, and regular performance and development reviews. 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.

In 2015, a new Technology Management profession was developed and launched, bringing together some 800 people across the business with common competencies, professional development requirements, and collaborative opportunities.

SITA supports and encourages employees to develop skills and participate in lifelong learning opportunities, as outlined in the training and education pages following. All of our major locations and most of our medium and small locations engage outplacement services to support employees' continued employability.

Employees by profession



TRAINING & EDUCATION

Operating in a technologically intense industry, SITA needs to adapt rapidly to change. The ability of our people to learn new skills and apply knowledge in real time is critical to our success.

SITA's global annual performance and reward cycle supports professional growth and ensures high performance is rewarded. The cycle includes annual objective setting with twice-yearly reviews, monthly 1-2-1 meetings between employees and their line managers, and formal individual development plans (IDPs) to ensure training and development activities are well supported and recognized. Formal documentation, mid-year, and year-end review of objectives is required for all active SITA employees.

In 2015, our employees recorded, on average, 31 hours of formal training per person. Major learning and development programs available throughout the year included the following:

- More than 680 managers took part in our multi-levelled Management and Leadership Excellence (MLX) program in 2015 ranging from 90-minute trainings to 9-month in-depth development programs.
- SITA's STARS program won a Diamond Award at the 2015 ITMSA Marketing Excellence Awards in recognition of its outstanding strategic approach to marketing. The STARS program supports more than 250 SITA sales and marketing staff with a full roster of learning and development opportunities including go-to-market strategy, sales excellence, in-depth portfolio knowledge sharing, and more.

- Our 2,000 strong SITA Global Services team of aviation IT customer service specialists are supported through the SGS Academy, a continuous learning framework and formal curriculum covering technical and process knowledge. The program includes training on service management, compliance and culture as well as relevant higher technical and internationally recognized certifications.
- In 2015 we launched a training portal dedicated to Airport Solution Line (ASL) product education for our 300+ ASL staff. The portal provides access to online and on-site training via computer, smartphone, tablet or other device for training in the office or on the go.
- A program of online and situational Security Awareness training continued with courses and content to help staff improve their vigilance on passwords, phishing, risks associated with remote working and more.
- People want to work with, buy from and partner with companies that have a good reputation. Employees learned about protecting SITA's value through an online reputation management course launched in 2015.
- More than 450 classroom-based and virtual training sessions attended by more than 4,000 SITA staff helped us prepare for a major migration to Office 365 at the end of the year, bringing new and improved communication and collaboration capabilities to the organization.

Average training hours

| Supervisor | Non-supervisor |
|------------|----------------|
| 36 hours | 24.4 hours |
| 36 hours | 32.1 Hours |

■ Women ■ Men

Note: Training figures exclude mandatory code of conduct training for all employees.

EMPLOYEE ENGAGEMENT

SITA engages actively with its employees to help make life at work fulfilling, sociable and inspiring.

We do this through formal company-wide award and recognition schemes and also by supporting initiatives devised and driven by local teams and individuals.

EMPLOYEE FEEDBACK

Each year our staff are invited to participate in a global Employee Survey which provides a forum to feed back on a range of aspects of life and work at SITA. The survey is strictly confidential, hosted by our external partner, Towers Watson, and open to all active SITA employees in position for three months or more.

Based on feedback from previous years, the design of the 2015 Employee Survey was reviewed and streamlined to reduce the number of questions and clarify wording in areas. The participation rate improved from 73% in 2014 to 81% in 2015. Scores show improvement overall, and when we compare our results to other high technology companies, we are mostly above benchmark.

The top five questions in the survey highlight the committed and passionate nature of SITA's employees.

95%

of people are willing to work beyond what is required to help SITA succeed;

92%

understand how their work contributes to SITA's business objectives;

91%

say their manager involves them in solving problems related to their work;

90%

report that their team constantly look for better ways to deliver value to our customers; and

89%

say that people in their team are held accountable for delivering what they have promised.

The 2015 survey also helped identify and characterize areas requiring attention, and these have been used as the basis for a formal corporate action plan agreed by our Senior Leadership Team to address root causes and continue to improve employee satisfaction.

GLOBAL INITIATIVES

VIA: Our Values in Action (VIA) Award Program allows our people to nominate and recognize fellow employees who demonstrate our aCtive Values. VIA awards include a location-specific payment, a letter of congratulations, and a certificate signed by the CEO. The VIA program was refreshed in 2015 to simplify payment processing and make it consistent around the world.

SITA Sales Awards: We celebrate the success of our sales teams throughout the year at our annual SITA Sales Kickoff awards. We also take the opportunity to recognize the contributions of the sales support teams.

SGS Distinction Awards: Our customer service organization, SITA Global Services (SGS), expanded its annual Distinction Award scheme in the year. Gold, silver, and bronze awards are given on an annual basis to employees nominated for achievements in three categories: Commercial Services, Every Dollar Matters, and Every Minute Counts.

Team of the month: Each month we recognize an exceptional team within SITA, often virtual and cross-functional, whose efforts have made a big impact on the organization and by extension its customers. Winners are announced in our monthly Together newsletter to all staff.

Remote Locations Improvement Program: Started in 2014, this program aims to provide a fresh and consistent look and a positive working space for our people working in small and medium sized SITA locations. In the last half of 2015 we invited our smallest airport and remote locations to order a Brand Makeover Pack and use it to transform their sites into up-to-date SITA workspaces. BWE Braunschweig in Germany and India's Ahmedabad airport were just two of the locations who undertook local makeover projects.

SITA Photo Competition: For the second year in a row we invited employees to show off their creative sides and submit their best air transport industry themed photographs to a photo competition. With over 400 entries, the contest was a hit with our people. Monthly winners were published in our regular newsletters, and the best 12 images of the year featured in our annual calendar.

LOCAL ACTIVITIES

SITA is built on the principle of community. All around SITA, our people are encouraged to find ways to get involved in their communities, at the office and beyond. Here are just a few of the local initiatives that took place in 2015.

Brazil: One of our interns in Rio had an inspiring Mother's Day idea: bring your mother to work. Many mothers joined in and spent an engaging few hours learning more about what their sons and daughters do all day.

Geneva: Casual Friday went ultra casual in Geneva in August with a special 'above the knee' dress code for men and women. Donning shorts lowered temperatures on the day and raised nearly US\$2,000 for women's charity Solidarité-Femmes.

Jordan: Local management in Amman organized a day out for staff on a farm near the old Roman city of Jarash. The event included a welcome for new joiners, a barbeque, team-building games and a perfect sunset view.

Madrid: Many of our locations use Town Hall meetings as a communication channel for local staff, but attendance can be difficult for staff based at the airport who are responsible for monitoring operations on-site. Our Madrid town office solved the problem by taking the meeting to the airport and turning it into an engaging tour of operations for staff at both sites.

Prague: More used to seeing SITA in numbers, our accounting team in Prague took a day out to explore SITA in its real world context during a special guided tour of the Václav Havel International Airport. The day included role play at the check-in counters, a tour of baggage systems in action, and a demonstration of the remote monitoring systems used by SITA colleagues working at the airport.

USA: At our office in New York the newly created Bohemia Social Committee organized a special Flag Day to celebrate the diversity of our national origins. The office was decorated with flags of the world, and a pot-luck 'Taste of the World' luncheon raised US\$137 for the Make A Wish Foundation.

See the map overleaf for more examples of local voluntary, community and charity fundraising activities organized at our locations in 2015.



159

fully-paid volunteer
days recorded in 2015



Members of SITA's accounting team in Prague visiting the airport for a guided tour.

COMMUNITY GIVING

Since 2011, SITA employees have been enabled and encouraged to take a fully-paid day out each year to support charitable and community causes through our Value in Volunteer Action (VIVA) program.

Local charity committees and/or designated contacts help to promote and organize volunteering and fundraising events in 14 of our larger locations. A selection of the VIVA activities reported in 2015 is shown in the map below. More can be found online at www.sita.aero/about-us/corporate-social-responsibility/community-involvement



London: Staff from our London Heathrow Compass Centre location set up an IT suite for the Green Corridor Learning and Development Centre youth charity.

Brussels: 15 Brussels staff spent a DIY day painting and decorating the local 'Zest for Life' children's shelter.

Prague: A busy charity community in Prague organized fundraisers throughout the year for Thomayerova Hospital and other local causes.

Montreal: A bake sale, donation drive and "Run for the Cure" events raised US\$768 for the Breast Cancer Foundation.

Letterkenny: Staff at our Letterkenny office filled 50 backpacks with school supplies for international charity Mary's Meals.

New York: A team from our Bohemia, New York office collected nearly 100 pounds of litter from the beach at Robert Moses State Park.

Paris: 32 from SITA Paris used their volunteer days to support Le Cami Sport et Cancer and other cancer charities.

Atlanta: SITA Atlanta's third annual paintball event raised US\$676 for the Pets for Vets Georgia chapter.

Malta: Malta staff took part in the annual President's Bike Ride to raise funds for the Malta Community Chest Fund.

Beirut: 13 from our Beirut office joined more than 37,000 runners from 84 nations at the BDL Beirut Marathon

Brasilia: SITA Brasilia employees contributed approximately 1.6 litres of blood during May "Month of Health".

Rio de Janeiro: 20 from our Rio office joined the Race Against Breast Cancer and raised US\$377.

Sao Paulo: SITA São Paulo staff, family and friends raised US\$170 in the 15th GRAACC Run/Walk supporting children with cancer.



US\$120,942

raised by staff since 2011 for community-based projects

US\$500,000

invested each year from 2015 in IT and education in Africa through the SITA Air Transport Community Foundation

US\$20,000

donated in 2015 at a corporate level to assist with disaster relief in Nepal

Rome: SITA Rome staff joined a volunteer rota at the 'Comunita di Sant' Egidio' soup kitchen, serving food to the poor and in need.

Kathmandu: Our offices in Montreal, Rome, and Dubai raised more than US\$6,800 towards earthquake disaster relief, adding to a corporate donation of US\$20,000 and US\$2,092 in direct online donations from SITA staff.

Panjim: Our India management team and staff raised US\$300 to sponsor and serve lunch to 70 ashram residents in Panjim, Goa.

Chennai: A day visit from SITA staff and a collection of US\$800 brought cheer to the Anandam care home in Chennai.

Singapore: 20 from our Singapore office raised US\$700 and prepared 3,000 meals for the Soup Kitchen of Willing Hearts.

INTERNATIONAL WOMEN'S DAY, 8 MARCH 2015

- Montreal, Burlington and Vancouver marked the day with a women's shelter donation drive, a champagne buffet, and awareness events.
- Singapore organized an afternoon tea to raise funds for local women's organizations.
- An empowerment workshop promoted S.U.C.C.E.S.S. for women in Atlanta.
- Sydney held a bake-off to raise funds for a women's refuge.
- Beirut donated sewing machines to a local NGO.
- Gift-giving in SITA Amman showed appreciation for women's work and achievements.



International Women's Day



SUPPORTING EDUCATION

A major theme in SITA's engagement with local communities is our involvement in education initiatives.

Our focus is on the training needs of young people starting out and equally on higher education collaborations where we share and develop deep knowledge of the air transport industry.

IRELAND

2015 marked the fourth year of the Skills @ Work partnership between SITA and the local Finn Valley College. The aim of the program is to encourage students at risk of leaving school early to stay and complete their state examinations. This year's intake of students produced a special stop-motion animated video for SITA which included a charming interpretation of our biometric systems.

SITA Letterkenny also operates a number of graduate and fully paid intern placement programs aimed at higher education students. Our internship scheme with the University of Ulster (Magee) employs third year students for nine to 12 months as a bridge to their final year of studies. Paired with SITA mentors, interns take part in real projects, building on their classroom education and preparing them for eventual employment. In 2012, 2013, 2014 and again in 2015 SITA's office in Letterkenny was highly commended for their efforts as a Placement Employer in the Ulster Placement Employer of the Year Awards.

RUSSIA

In 2015, SITA completed its first full year of a cooperative initiative with Moscow State Technical University of Civil Aviation (MSTU CA). Our contributions include expert lectures and collateral material for students, giving real world insights into the workings of our industry. Several students have prepared final coursework based on SITA data, and it is clear from student feedback and queries that interest in the program is high and increasing.

SOUTH AFRICA

In 2012, we committed to a program of school computer lab sponsorship in South Africa, and in November 2015 we installed lab number four, this one at Ikusasa Comprehensive School in the township of Tembisa. The school was in need of a computer lab in order to continue offering Computer Applications Technology (CAT) as a subject. The new lab will help to address an ICT skills shortage in South Africa among previously disadvantaged groups, as will SITA's commitment to making scholarships available to the school's top performers. Ikusasa students are the cover stars of this year's CSR Report.

INDIA

Beginning in 2014, SITA India created a committee and policy to implement CSR requirements specific to the new India Companies Act. The result has been an education sponsorship in the amount of US\$23,000 to SOS Children's Villages to support 75 orphaned children in four locations across India – 15 in Alibaug, 15 in Chennai, 15 in Cochin and 30 in Jaipur. Here are a few highlights from our first annual sponsor report:

- All 75 children are enrolled in full-time education appropriate to their age
- All students have been provided new books, stationery, school bags and uniforms
- 59 (79%) are girls, 16 (21%) are boys
- Attendance record was 97% during the reporting period
- 53 children had received their final grades as of report time, with 49 (93%) of these attaining grades A to C

We wish these 75 children and all the kids at SOS Children's Villages the very best continued success in the future.

Read more about how SITA invests in the future through education at: www.sita.aero/about-us/corporate-social-responsibility/education

A FOUNDATION FOR THE FUTURE

Over 10,000 students have benefited from access to computers and education thanks to the work of the SITA Air Transport Community Foundation. Established in 2014, the creation of the Foundation was driven by the SITA Council who wanted to contribute to projects that would benefit the broader community beyond aviation. During 2015 their plans were realized with the roll-out of three new initiatives focused on IT and education in Africa.

Uganda: Working with the charity Promoting Equality in African Schools (PEAS), a project based in Uganda received a grant from the Foundation that has enabled seven new computer labs to be built at secondary schools. It also funded brand new equipment for students and teachers. In addition, solar power has been implemented into two of the schools. The schools are already benefiting from access to technology with student learning improvements underway, while teachers are gaining new skills through training assistance.

Ethiopia: The availability of access to computers is a challenge in the region of Amhara, in Ethiopia, where communities often struggle to maintain a regular power supply. However, 25 schools are now able to use newly equipped computer labs that are giving children and teachers alike the opportunity to learn computing skills. The primary school students are getting familiar with the technology, while teachers are able to use the computers to better plan school timetables, classes and reporting. Ongoing support from the charity partner ComputerAid International and local staff from the Amhara Development Agency means that the schools will continue to have support and training.

South Africa: The Foundation is also supporting students in South Africa at the University of the Witwatersrand studying in the IT, engineering and aeronautical schools. To date, eight students are receiving grants to assist their education, with seven postgraduates and one undergraduate. In addition, 16 funded student memberships to the new Tschimologong Precinct in Johannesburg (due to open early 2016) will give access to young people to help develop knowledge, gain technology experience and build essential skills.

The Foundation aims to help build skills capability in the next generations of young people in Africa. In a continent that is growing economically and has huge potential, the SITA Council recognized the need to create access and opportunities in IT. By selecting programs that look at three levels of education, it is building a sustainable approach to learning and broadening the horizons of students who may not otherwise have the opportunity.

During 2016, the Foundation's work will continue with additional teaching resources such as projectors, screens, e-learning capsules and headphones for the schools currently in the program in Ethiopia, plus four more computer suites to be built and equipped with IT, internet access and solar power in Uganda. Further student funding will be available in South Africa for both graduate and precinct students, and a new initiative for the year will see women students in Zimbabwe receive dedicated computer facilities and skills training at their university to enable safe and secure access to computing.

ABOUT THIS REPORT

MATERIALITY

The internal and external material aspects included in this report have been identified following a materiality analysis conducted early in 2015 and which will be continuously refined over time. 12 key material aspects (shown below) were selected as having importance to the organization and its stakeholders, grouped under three overarching themes:

- Business
- Environment
- Society

Our internal stakeholder group included members of our Senior Leadership Team and over 700 SITA employees. External feedback was gathered through sessions with our Council and Board, our Customer Advisory Board, and through additional external research.

We also consider the requests for information made to SITA from customers throughout the year. These have remained consistent with the areas currently addressed in the materiality assessment below.

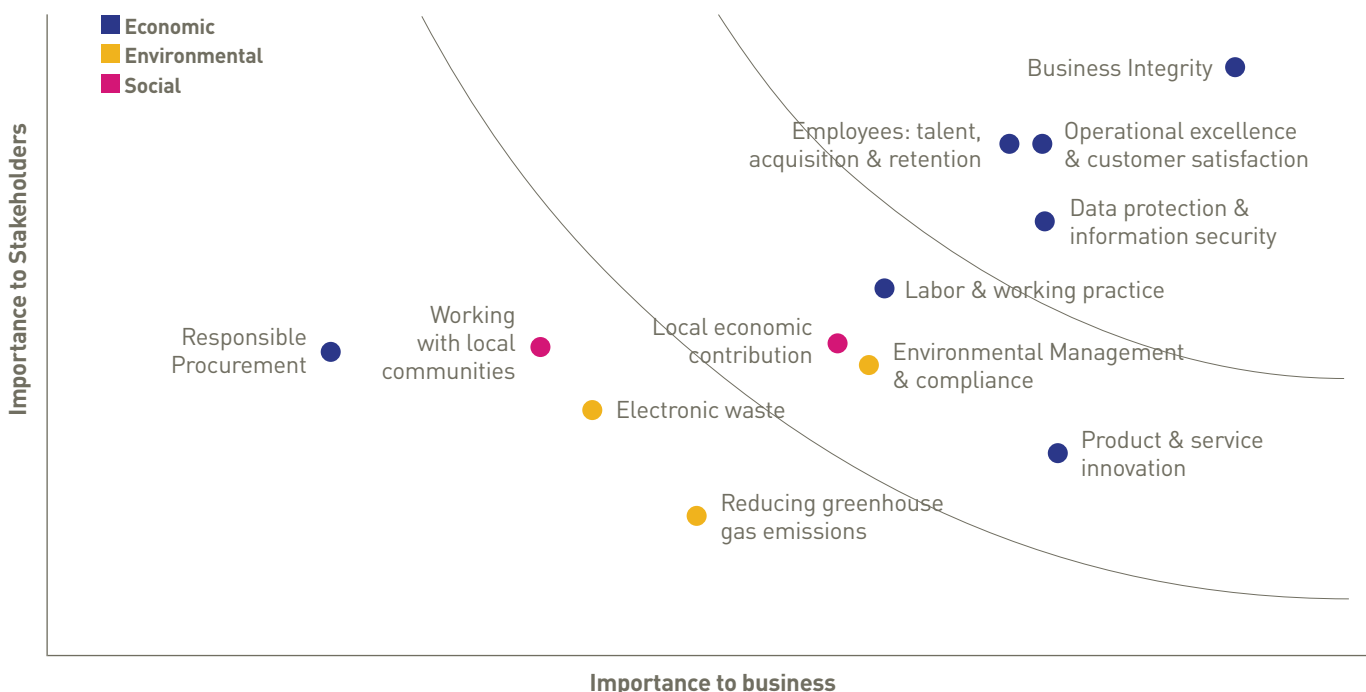
SITA issues an annual CSR Report, with the last one published in June 2015 to coincide with our Annual General Assembly. This report covers the corporate social responsibility activities of the SITA Group from January to December 2015. It has been prepared in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting 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 pages 38 and 39.

REPORT BOUNDARIES AND METHODOLOGY

The CSR group requests and consolidates GRI reporting data and information from relevant departments, individuals and systems within SITA, and these have been reported to the best of our knowledge as of March 2016.

All the material issues included in this report are considered relevant within the boundary of 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 reported data includes SITAONAIR which joined the SITA Group formally in 2015. For the most part it excludes SITA's subsidiaries CHAMP Cargosystems and SITA Bureau Services (SBS) and its joint venture Aviareto, except in cases which are explicitly noted, such as reporting on premises where SITA and its subsidiaries are co-located.

There have been no significant changes to the organization regarding size, structure or ownership since the last report, nor to the scope or boundaries of this report. No feedback has been received as a result of previous reports or from stakeholders.



RESTATEMENTS

There are a number of restatements required that relate to the information provided in the report for the 2014 period. These are as follows:

- A visualization of the number of employees receiving regular performance reviews (G4-LA11) was incorrectly drawn indicating a total of 110%. The figures accompanying the visualization were, however, correct.
- The figures for the energy and emissions consumption have been recalculated to represent the following changes; at London Gate the 2014 energy consumption was an estimated figure. The 2011 energy and emissions intensity figures contained an error, with energy consumption from the Cairo office being included but not floorspace. These have been corrected and implemented in the report on overall energy intensity and emissions intensity in this report. The GRI Index reference to G4-EN15 was incorrect; the information referred to was relevant to G4-EN16 instead.
- In the 2014 CSR Report we stated that 37 employees took parental leave during the year, 36 of whom were still employed one year after leave started. The scope of locations reporting this data have changed in the intervening period. The graph on page 26 corrects this information with the latest HR system data available as of March 2016.

GRI INDEX

| GRI G4 DISCLOSURE | UNGC COP LINKAGE | LOCATION | COMMENTARY |
|---|--------------------|--|--|
| Strategy and analysis | | | |
| G4-1 | No COP requirement | Page 3 | |
| G4-2 | No COP requirement | Page 18 | |
| Organizational profile | | | |
| G4-3 | No COP requirement | Page 4 | |
| G4-4 | No COP requirement | Page 6 | |
| G4-5 | No COP requirement | Page 6 | See www.sita.aero/solutions-and-services/solutions |
| G4-6 | No COP requirement | Pages 24-25 | |
| G4-7 | No COP requirement | Page 6 | |
| G4-8 | No COP requirement | Pages 6 | |
| G4-9 | No COP requirement | Pages 4-6, 24-25, page 4 SITA Group Consolidated Financial Statements 2015 | Employment numbers do not vary seasonally |
| G4-10 | Principle 6: Labor | Page 24-25 | |
| G4-11 | Principle 3: Labor | Page 27 | |
| G4-12 | No COP requirement | Page 16 | See www.sita.aero/others/orders-and-deliveries |
| G4-13 | No COP requirement | Page 7 | |
| G4-14 | No COP requirement | Page 16 | |
| G4-15 | No COP requirement | Page 16 | |
| G4-16 | No COP requirement | Pages 8-10 | See www.sita.aero/about-us/working-for-thecommunity/ |
| Identified material aspects and boundaries | | | |
| G4-17 | No COP requirement | Page 7, page 4 SITA Group Consolidated Financial Statements 2015 | |
| G4-18 | No COP requirement | Page 36 | |
| G4-19 | No COP requirement | Page 36 | |
| G4-20 | No COP requirement | Page 36 | |
| G4-21 | No COP requirement | Page 36 | |
| G4-22 | No COP requirement | Page 37 | |
| G4-23 | No COP requirement | Page 36 | |
| Stakeholder engagement | | | |
| G4-24 | No COP requirement | Pages 8-9, 36 | |
| G4-25 | No COP requirement | Pages 8-9, 36 | |
| G4-26 | No COP requirement | Pages 8-9, 36 | |
| G4-27 | No COP requirement | Pages 8-9, 36 | |
| Report profile | | | |
| G4-28 | No COP requirement | Page 36 | |
| G4-29 | No COP requirement | Page 36 | |
| G4-30 | No COP requirement | Page 36 | |
| G4-31 | No COP requirement | Page 40 | See www.sita.aero/resources/sita-social |
| G4-32 | No COP requirement | Pages 38, 39 | |
| G4-33 | No COP requirement | Page 36 | |
| Governance | | | |
| G4-34 | No COP requirement | Page 10 | See www.sita.aero/about-us/sita-board-council-members |
| G4-35 | No COP requirement | Page 10 | |
| G4-36 | No COP requirement | Page 10 | See www.sita.aero/about-us/sita-management |

| GRI G4 DISCLOSURE | UNGC COP LINKAGE | LOCATION | COMMENTARY |
|-------------------|--------------------|--------------|--------------------|
| G4-37 | No COP requirement | Pages 10, 36 | |
| G4-38 | No COP requirement | Page 10 | |
| G4-39 | No COP requirement | Page 10 | |
| G4-40 | No COP requirement | Page 10 | Partial disclosure |
| G4-42 | No COP requirement | Page 10 | |
| G4-45 | No COP requirement | Page 10 | Partial disclosure |
| G4-46 | No COP requirement | Page 15 | |
| G4-47 | No COP requirement | Pages 10, 16 | |
| G4-48 | No COP requirement | Page 16 | |
| G4-49 | No COP requirement | Page 14 | |

Ethics and integrity

| | | | |
|-------|-------------------------------|-------------|--|
| G4-56 | Principle 10: Anti-corruption | Pages 14-15 | |
|-------|-------------------------------|-------------|--|

| MATERIAL ASPECTS | LOCATION | UNGC COP LINKAGE |
|--|---|-------------------------------|
| Business integrity | G4-57: Pages 14-15 | Principle 10: Anti-corruption |
| | G4-58: Pages 14-15 | |
| | G4-SO4: Pages 14-15 | |
| Data protection and information security | Page 15 | No COP requirement |
| Electronic waste | Page 23 | No COP requirement |
| Employees: talent acquisition and retention | G4-LA9-11: Pages 27-31 | Principle 6: Labor |
| Environmental management and compliance | G4-EN3: Page 22 | Principle 7 & 8: Environment |
| | G4-EN5: Page 22 | |
| | G4-EN6: Page 22 | |
| | G4-EN29 ¹ | |
| Labor and working practices | G4-EN34 ² | Principle 6: Labor |
| | G4-LA1-3: Page 26 | |
| | G4-LA5-7: Page 28 | |
| | G4-LA12: Page 10 | |
| | G4-LA13: Page 27 | |
| Local economic contribution | G4-HR4-6: Page 17, 26-27 | Principle 1: Human Rights |
| | G4-EC1: Page 11, pages 4-9, 25 SITA Group Consolidated Financial Statements 2015 | |
| | G4-EC3: Pages 8-9, 22-23, 25, 40-49 SITA Group Consolidated Financial Statements 2015 | |
| Operational excellence and customer satisfaction | G4-EC4: Page 11 | No COP requirement |
| | G4-EC1: Page 9 | |
| Product and service innovation | Page 12 | No COP requirement |
| Reducing greenhouse gas emissions | G4-EN16: Page 22 | No COP requirement |
| | G4-EN18-19: Page 22 | |
| | G4-EN21: Page 23 | |
| Responsible procurement | G4-EN30: Page 23 | Principle 7 & 8: Environment |
| | Page 16 | |
| Working with local communities | G4-SO1: Pages 32-35 | No COP requirement |

1. No significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations were received in the reporting period.

2. No grievances about environmental impacts were filed in the reporting period.

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, via the corporate website at www.sitaaero.com, or through our social media channels at www.sitaaero.com/resources/sita-social





Create success. Together™

Geographic Offices

For further information,
please contact SITA by
telephone or e-mail:

Americas

+1 770 850 4500
info.amer@sit.aero

Asia Pacific

+65 6545 3711
info.apac@sit.aero

Europe

+41 22 747 6111
info.euro@sit.aero

Middle East, India & Africa

+961 1 637300
info.meia@sit.aero

www.sita.aero/CSR

CSR@sit.aero

Follow us on www.sita.aero/socialhub

