REINVENTING TRAVEL AND TRANSPORT

SITA Group Sustainability Report 2023

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CEO statement

Innovating for impact – how tech leads the way to sustainable aviation

David Lavorel, CEO SITA

Introduction: step into a sustainable future – revolutionizing travel

Close your eyes and imagine stepping into a future where every journey you take is not only hassle free but also sustainable. Can you feel it? We're on the cusp of a new era in travel. Major trends like digitalization and sustainability are changing the way we work, forever, and it's crucial to be at the forefront of that seismic shift. That's why I'm excited to be where I am, heading up an organization that's leading the change in IT for the travel and transport industries. We are ready. We've got the expertise and tech everyone needs to reimagine the very processes that'll define the journeys of the future. We're the operational backbone that'll keep our industry moving forward.

Fueling change: sustainability at the heart of innovation

Our company was founded on the principle of solving the needs of the aviation industry through collaboration and joint innovation. For us, that's as relevant as ever. Today, sustainability has become one of the most pressing demands in the travel industry. From reducing carbon emissions to promoting energy efficiency, we've committed to meeting this demand head-on.

Taking action for tomorrow: charting a sustainable path forward

Throughout our history, we've delivered on challenges that seemed unsolvable, to satisfy the demands of the industry that created us. So why stop now? We're keeping the tradition going by putting ourselves at the heart of the industry's work on sustainability challenges. By pioneering a full set of new sustainability products, like SITA Environmental Management, SITA Eco Mission, and SITA OptiFlight, we're charting the way forward to a more sustainable future for travel and transport.
Learn more about our new sustainability products here.

On the horizon: the future of sustainable aviation

One of our key focuses is helping aviation to reach carbon net-zero. Through data, AI, and flight optimization services, we're helping airlines reduce their environmental footprint and run more sustainably. Our partnership with Univers (previously Envision Digital) is a great example of our commitment to sustainability, as we work together to monitor energy usage, emissions, and carbon footprint in real-time.

Defying boundaries: sustainability isn't just for aviation

Our commitment to sustainability extends beyond the skies. From maritime to rail and urban air mobility, we're constantly exploring new avenues. With our expertise and advanced tech, we actively support sustainability and efficiency across multiple modes of transportation.

Let's team up: working together, building the path

Collaboration's at the core of our sustainability mission. We work closely with airlines, industry organizations, and strategic partners to drive sustainability and digitalization initiatives worldwide. Whether it's pioneering digital identity solutions or investing in environmental management systems, we're committed to building the path to a more sustainable future for travel and transport.

Let's delve further into our collaborative initiatives driving sustainability in the travel and transport industry:

- **Building better airports:** We invest in the tech that helps redevelop and build better airport infrastructure, including urban air mobility and a digital-first passenger experience for UrbanV's vertiports in Rome. Also, our solutions like Total Airport Management help airports run better and become more sustainable.

- **Innovating for tomorrow:** We have a powerful innovation initiative with the Arab Air Carriers Organization (AACO) in the Middle East. By teaming up with our customers we're able to pool insights and expertise. This helps us build solutions that are more sustainable, easier for passengers, and more efficient for our industry.

- **Building partnerships for sustainable innovation:** We connect with industry partners and organizations to drive sustainable innovation across multiple sectors. Our partnership with key industry organizations like IATA (International Air Transport Association), through CHAMP, lets us drive the adoption of standards like One Record. This helps develop more efficient and sustainable practices in the air cargo sector.

Conclusion: shaping tomorrow – empowering sustainable travel

Our vision for the future is clear: to empower our customers to deliver the ultimate travel and transport experience, using the most advanced, efficient, and sustainable tech. We're investing in a world where every journey can be smooth, enjoyable, and environmentally conscious, minimizing the impact on our planet.

Looking ahead, it's clear that by working together and insisting on innovation, we can set the stage for a more sustainable future that'll benefit generations to come. Join us as we shape the future of travel and transport.

About us

Imagine a world where travel connects us all, hassle-free. That's the world we've been shaping for 75 years. Back in 1949, 11 visionary airlines came together to create SITA and transform travel forever. From the beginning, our mission's been clear: to revolutionize the industry. We started by building the world's largest data network and even contributed to the birth of the early internet.

Since then, we've constantly been adding more and more innovations that work for every airline and every airport across the world. We're here to help pilots talk to ground control. Make check-in easier. Track down lost bags. And build a safer and more sustainable future of travel for everyone.

From the very beginning, our vision has been to reinvent travel and transport, pioneering innovations that touch the lives of billions of people. That's why we say we don't just build networks; we build pathways to the future.

Our operations

We're a privately held, membership-owned organization with around 400 active members from across the air transport community and 2,500 customers.

You'll find our products, platforms, and solutions at more than 1,000 airports where our customers use our tech to run their operations, communicate with passengers, and to manage baggage and ground handling services. Airlines operating more than 18,000 aircraft around the world use our services across a never-ending stream of takeoffs and landings to ensure safety, critical communication, and sustainable operations. And more than 70 governments around the world rely on us to walk the fine line between a quick and efficient border crossing for passengers, and no-nonsense national security.

To do all of this, our 4,900+ experts and staff are placed all around the world. We operate across 200 countries and territories, spanning 60 languages and cultures. Together, our global team is the reason we generated revenue of about US$1.5b in 2023.

We're as proud of our smaller offices in countries like Vietnam and Peru as we are of our tech-hubs in places like Atlanta, Montreal, Sao Pablo, London, Barcelona, Singapore, Geneva, Prague, Letterkenny, New Delhi, Jordan, and Dubai. Plus, we're available to our customers 24/7, 365 days a year via our full-service command centers and service desks.

Our values

You can feel our energy, passion, and commitment to the travel and transport industry through the four values that underpin everything we do:

- We **step up for our customers** by knowing their needs and pulling no stops to meet them.

- We **dare ourselves to grow** and keep advancing by constantly pushing boundaries.

- We live by the motto **'try fast, fail fast'** to innovate and learn every day.

- We succeed when we **do things together** as partners, colleagues, and collaborators.

While we take inspiration from the compelling industry we support, our overall vision is to re-invent travel and transport. We use our passion, forward-looking expertise, and commitment to positively impact our customers' business. And we empower our customers to deliver the ultimate travel and transport experience, with the most advanced, efficient, and sustainable tech.
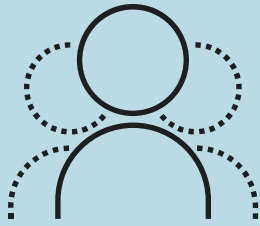
4,900+
People based in
offices & airports

18,000+
Aircraft receiving
mission-critical connectivity

Performance highlights

Our climate actions

- In October 2023, the SBTi validated our commitment to Net Zero and our associated targets: SITA commits to reach net-zero GHG emissions across the value chain by 2050.

- We successfully reduced the average electricity consumption per full-time employee (FTE) in our offices by 21% compared to 2022, and by 43% compared to 2019.

- We reduced total direct emissions (scope 1 and 2) by 2% compared to 2022 and by 72% compared to 2019. We managed this even while our business was growing and our number of employees was increasing.

Our responsibility towards our people

- Our recurring employee survey showed 89% of employees agree that 'SITA supports diversity in the workplace (recognizing and respecting the value of human differences)'. That's higher than the benchmark of 82% for high-tech companies and the 86% benchmark for high-performing companies.

- We make sure our employees and their families have access to our Employee Assistance program. We also have 41 mental health first aiders in our offices around the world. They're our feet-on-the-ground who can offer even more help to their colleagues.

- Flexible working arrangements are important to us because they give our people a healthy work-life balance. In fact, 39% of our employees use the benefit of working up to 30 days a year from anywhere around the world.

Our actions for our communities
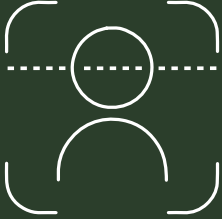
- In India, we've donated US$ 245,000 to help women and children get better access to education and healthcare. We've also been helping out with food and support to make life a little easier for people in underserved communities.

- In South Africa, we're dedicated to helping the next generation of professionals grow. We offer programs that help students in science, tech, and business fields, as well as work placements that give them real-world experience and help cut down on youth unemployment.

- We've upped the number of VIVA days—that's the paid time off we give our team to volunteer for causes they care about. We launched the program in 2018, and in 2022, we have committed to 20% participation by 2026.

Working for secure air travel

- We carefully review our security policies, so they're fully aligned with industry standards like ISO 27001, NIST, PCI, and SOC. We make sure our information and the systems handling it are well protected. We keep out malicious threats and prevent unauthorized access or use of data. We also work to stop any disruptions, modifications, or destruction of our data and tech.

- We've made progress in our security transformation journey, improving cybersecurity, and reducing risks each year.

- Our Command Centers, which help manage airport and airline operations around the world, achieved ISO 27001 certification for the 4th year in a row.

- Energy resilience is still a priority for us and the air travel industry. We evaluated large European airports and analyzed their risk of power and energy interruptions. We also signaled them in the Critical National Infrastructure (CNI) service chain.
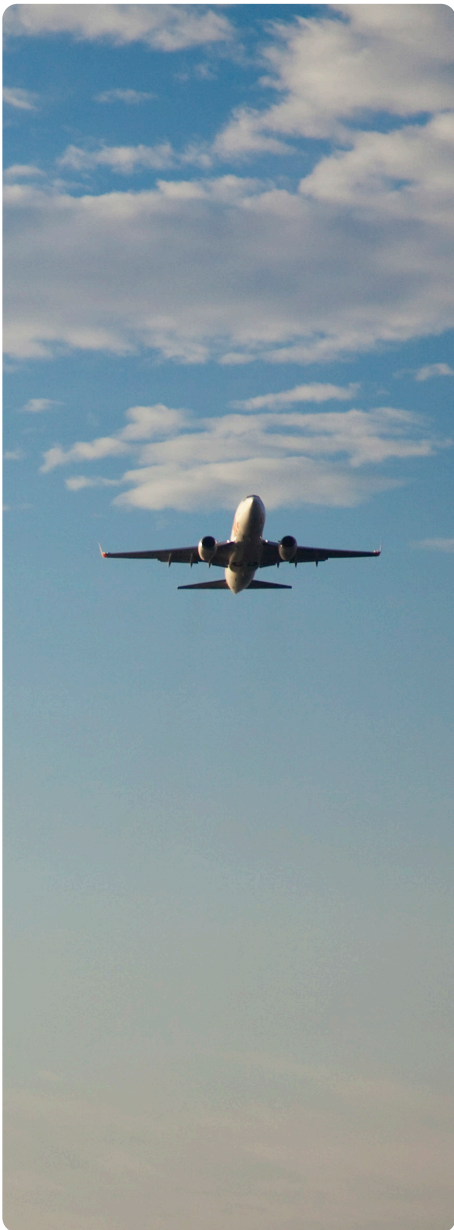
Innovation serving easy air travel

- In 2023, we got 377 patents for our innovations. For example, Self-Sovereign Identity makes verifying identity documents easier. It streamlines the passenger verification process at immigration and helps make border control gates more secure and efficient.

- We improved SITA Connect Go, a multi-tenant edge Secure SD-WAN solution and launched it with Versa Networks. It's designed for aviation and helps streamline connectivity and improve security for the industry. It also boosts our network connectivity across more than 600 airports and 750 destinations worldwide. Thanks to this, airlines can quickly and securely access airport apps and systems.

Supporting sustainability in the air travel industry

- SITA OptiDescent analyzes historical flight and weather data like fuel consumption data or flight parameters and gives pilots recommendations for the most fuel-efficient descent.

- The Airside Optimizer improves queueing and taxiing.

- The Environmental Management solution is an AI-powered platform helping airports manage and reduce their energy consumption and carbon emissions.

- Our latest addition, SITA Eco Mission, is there to help airlines meet their SAF-related mandates and take care of their reporting duties.

- We're also exploring ways to decrease the embedded carbon footprint of our Touchpoints solutions.

SUSTAINABILITY CONTEXT

Sustainability in the travel industry

The travel industry is moving forward. And in the world of travel tech, sustainability is taking center stage. Our 2023 Passenger IT Insights shows a growing environmental trend: passengers are increasingly looking for more sustainable travel choices. In fact, 64% of passengers would like airlines to use tech to reduce fuel burn, and 62% hope airports will start using tools to reduce emissions.

The industry is listening and responding in multiple ways. As shown in our 2023 Air Transport IT Insights, by 2026, sustainable aviation fuel (SAF) adoption is projected to reach 83%, and over 90% of airlines plan to have IT in place to boost the efficiency of flight operations and aircraft turnarounds. By optimizing flight routes, minimizing congestion, and enhancing safety, tech is also helping to decrease fuel consumption and emissions.

Another trend we're seeing is the rise in environmental, social, and governance (ESG) disclosures across all sectors, including travel and transport. With nearly 3 in 5 passengers expressing a keen interest in knowing more about the industry's efforts to reduce its environmental impact, companies are stepping up by embracing transparency. They're reporting more on environmental impact, carbon footprint, and sustainability improvements, reaching out to a diverse audience ranging from travelers to investors and regulators.

This is a trend in sustainability we can all get behind.

Increased transparency means that travelers and other stakeholders can make informed choices. They can also hold companies accountable for their environmental and social actions. This encourages investments in sustainable innovation and lower emissions. It also means more friendly and flexible working conditions for everyone. As a result, businesses who are transparent build trust, reduce risks, and play their part in the broader sustainability goals of the industry.

Transparency is the key

In this report we stress the importance of reporting, transparent communication and careful data management. These elements are crucial for sustainability – without them, our efforts wouldn't make much of an impact.

Transparency isn't just about being accountable; it's also about building trust with our stakeholders by showing them exactly how we're doing and what hurdles we're facing. Plus, by collecting and managing data thoroughly, we can keep track of our progress, figure out what's working, and tweak our strategies as needed.

To uphold these standards, we're actively involved in reporting on platforms like the CDP (Carbon Disclosure Project) and the UN Global Compact. As members of the UN Global Compact Network, we take pride in upholding its ten principles. These platforms help us stay in line with global sustainability goals and make sure our stakeholders are in the loop about our sustainability progress.

What lies ahead

We're getting ready for the EU legislation on sustainability data reporting, like the Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy Regulation, coming into effect for us in 2025. This prep work will help us give more detailed and accurate sustainability data, making sure we're following the rules and showcasing our sustainability efforts.

Our sustainability offering

Airports and airlines are aiming for Net Zero carbon emissions by 2050, so there's a growing need to improve efficiency and reduce waste. We're part of this journey. We're sensitive to our impact and are publicly committed to reducing our carbon footprint.

But we're not just focusing on our own sustainability. We're actively creating solutions to help the aviation industry hit its sustainability goals. Our newest sustainability products help airlines and airports manage energy effectively and report on their footprint accurately.

Product overview

Airports

Environmental Management
- Carbon Manager
- Energy Manager

Airside Optimizer
- Pre-Departure Sequencer
- Taxi Analytics

Airlines

OptiFlight

OptiClimb — OptiDirect — OptiDescent

OptiLevel

SITA Eco Mission

Dashboard — Operations — Planning — Reporting
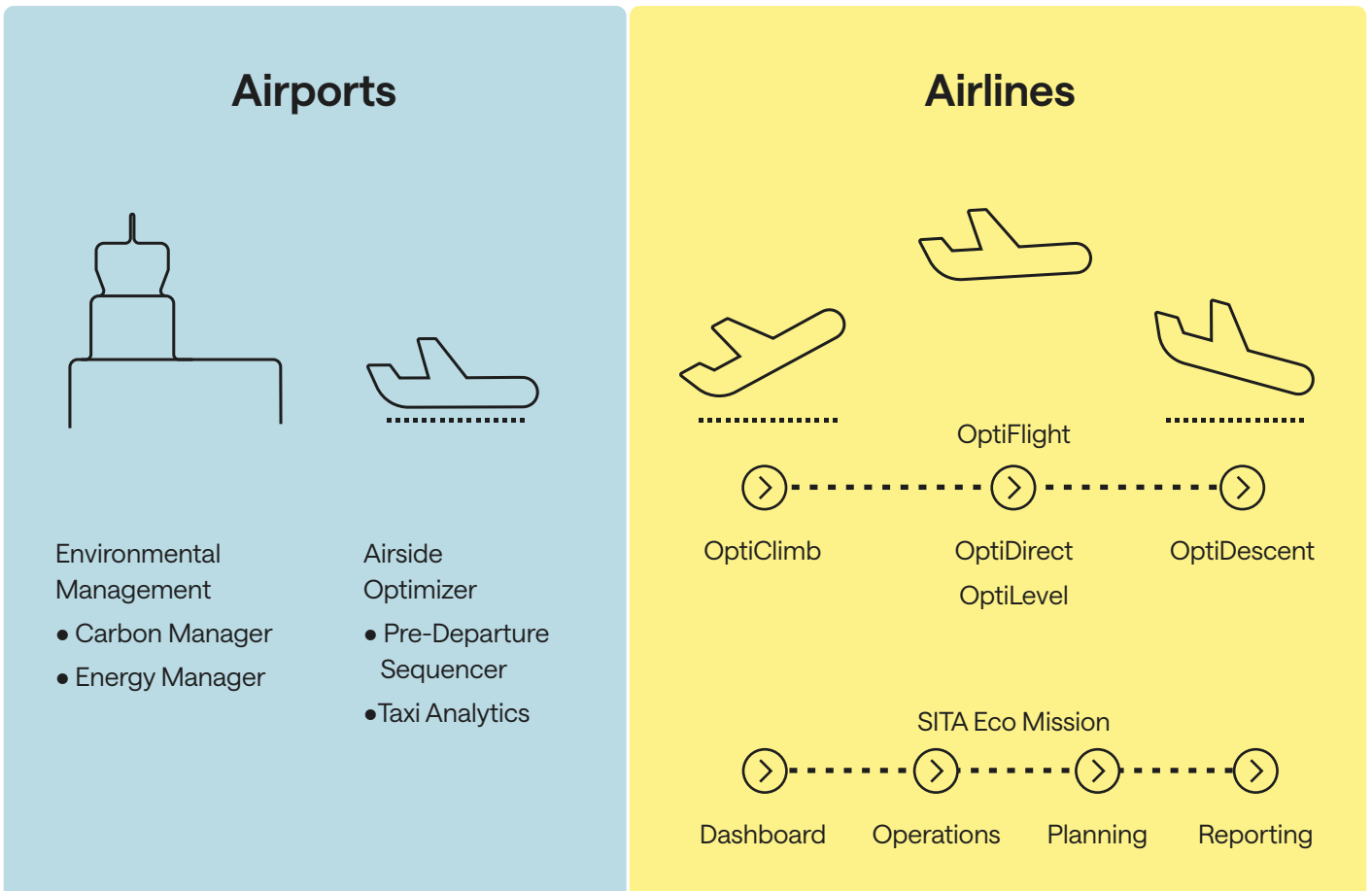
Environmental Management

As airports try to become more sustainable, they face challenges with collecting data, using their energy resources effectively, and accurately reporting on their emissions.

Environmental Management is a solution that helps our customers make smart use of their resources.
We help airports with:

- Energy and carbon data collection and processing – we collect data on GHG emissions scopes 1-3. This data is used to effectively manage carbon and energy.

- Carbon reporting – we deliver automated carbon reporting to meet sustainability disclosures.

- Optimizing energy efficiency – we improve energy efficiency, optimizing costs of HVAC.

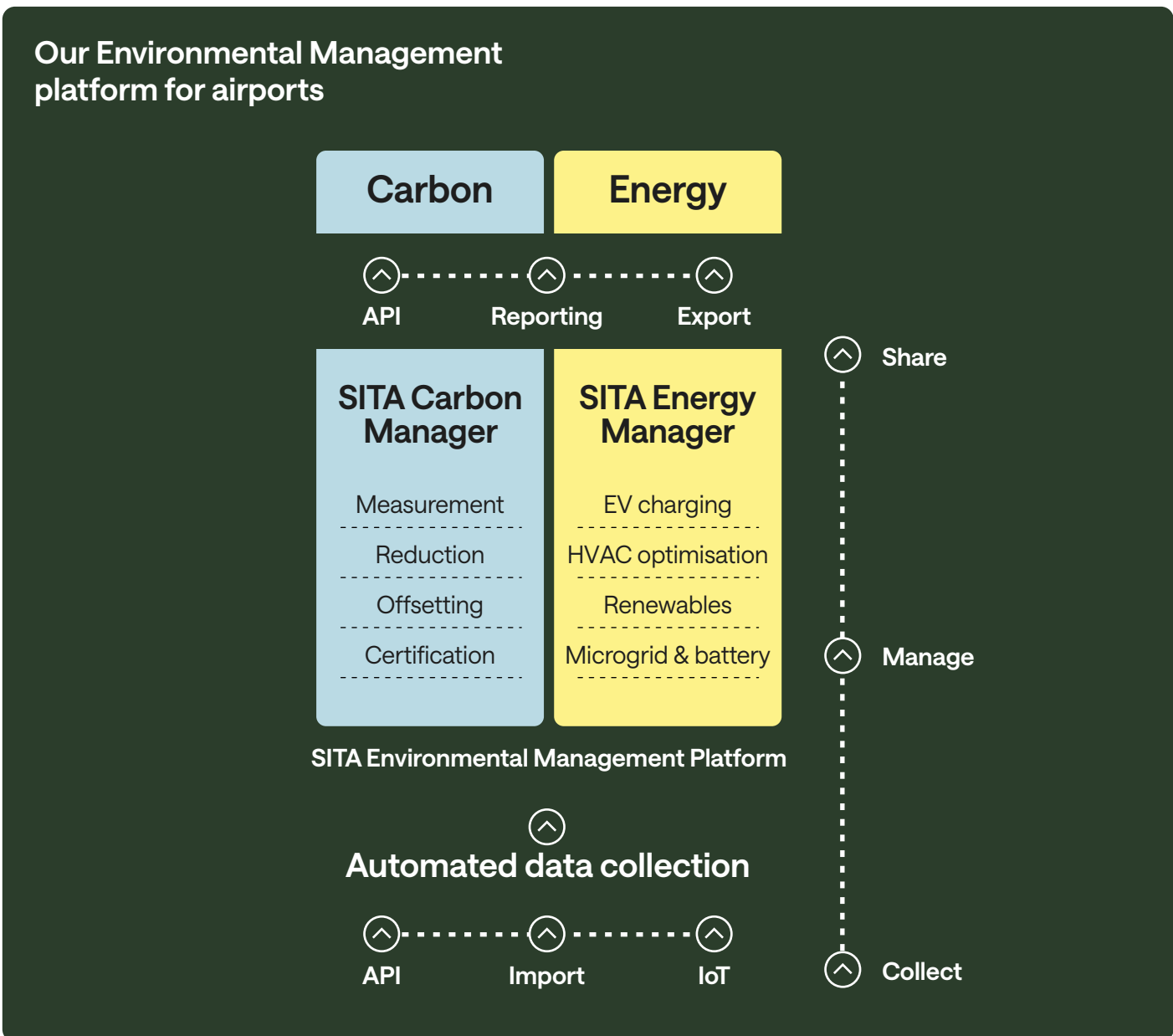Ours is the largest emissions factor database. It offers automated reporting and real-time dashboards, used by airport sustainability and operations managers. In the future, we want to take care of all sustainability concerns at airports, extending from energy and carbon, into water, waste, air, and noise pollution.

We developed this solution together with Univers, a leading provider of decarbonisation technology.

Our Environmental Management platform for airports

Carbon	Energy

API — Reporting — Export

Share

SITA Carbon Manager	SITA Energy Manager
Measurement	EV charging
Reduction	HVAC optimisation
Offsetting	Renewables
Certification	Microgrid & battery

Manage

SITA Environmental Management Platform

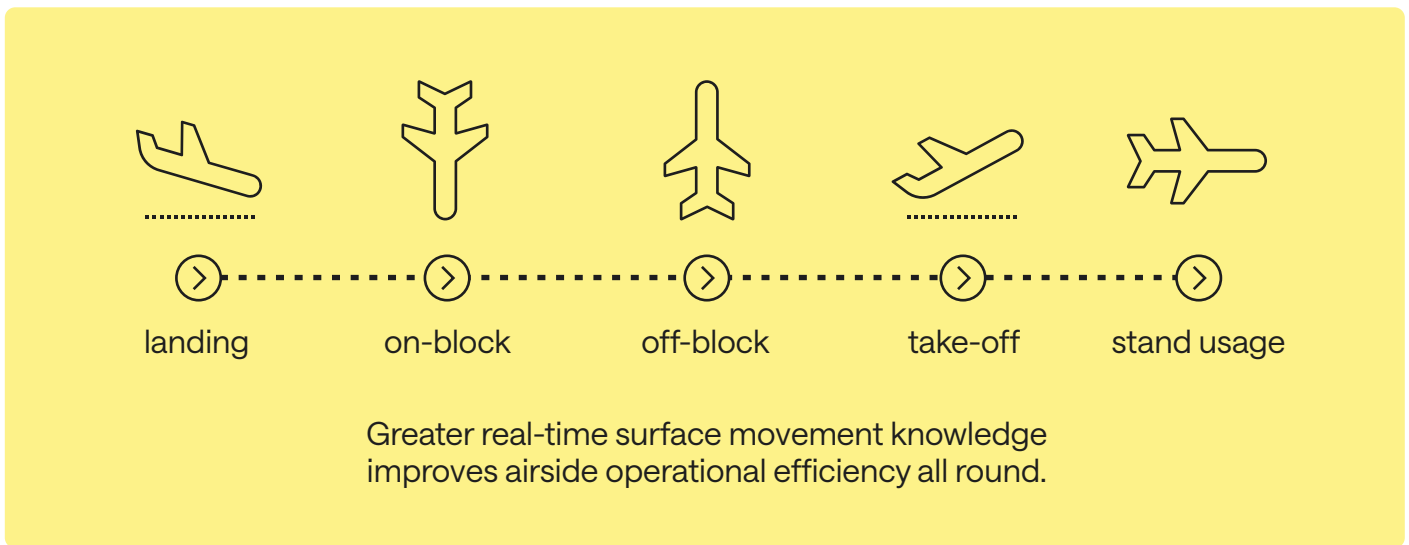**Automated data collection**

API — Import — IoT

Collect

Airside Optimizer

The industry is changing rapidly. And with change comes the need for efficient and sustainable operations. **Airport Collaborative Decision Making (A-CDM)** encourages airport shareholders to work collectively and transparently. Through collaboration, airports can save right away, and make reduced emissions a reality. Collaboration is the way towards a sustainable future.

SITA's Airside Optimizer supports A-CDM, helping airports reach their sustainability goals. Our solution enables:

- Better stakeholder communications. The better we collaborate, the easier it is for airports to meet their emissions targets.

- Access to real-time data from aircraft, for proactive and collaborative decision making. For example, Airside Optimizer lets airports know how much fuel is burned while aircraft queue. They can then reduce the time between start up and take off, saving fuel.

Airside Optimizer uses AI and machine-learning analytics. Its Airside Emissions Analytics module finds opportunities to reduce fuel. And our Turnaround Optimizer Analytics teaches an AI model to describe turnaround events, showing inefficiencies in the manoeuvre.

landing → on-block → off-block → take-off → stand usage

Greater real-time surface movement knowledge improves airside operational efficiency all round.

SITA OptiFlight

As they make the journey towards a Net Zero 2050, airlines are facing rocketing fuel bills. In the future, sustainable aviation fuel and next-gen aircraft will help reduce emissions. But right now, airlines need a sustainable approach that can be used on a large-scale.

SITA OptiFlight recommends the best fuel-saving scenarios throughout a flight, using flight data and machine learning.

Each recommendation is unique to each aircraft, reducing fuel-burn and emissions. For instance, airlines can save up to 5% of climb-out fuel, cutting down thousands of tons on annual CO_2 emissions, and millions of dollars of operational costs.

OPTICLIMB® — Climb-out optimization thanks to customized climb speeds and acceleration flight levels

OPTIDIRECT — Shortcut recommendations based on historical tracks flown and weather forecasted on the flight

OPTILEVEL — Cruise flight levels and speeds optimization based on updated weight, position and weather

OPTIDESCENT — Descent optimization based on historical trajectories to anticipate distance-to-go and optimal top-of-descent

OPPORTUNITY

Climb consumes an important amount of fuel and can be further optimized

CHALLENGE

Most complex phase with many parameters changing at the same time

SOLUTION

Customized speed changes at different altitudes for each climb

CRUISE LEVEL

CLIMB MACH

CROSSOVER

IAS 2

ACCELERATION FL

IAS 1

● Flight with SITA OptiClimb
⋯ Fuel flow with SITA OptiClimb
● Flight without SITA OptiClimb
⋯ Fuel flow without SITA OptiClimb
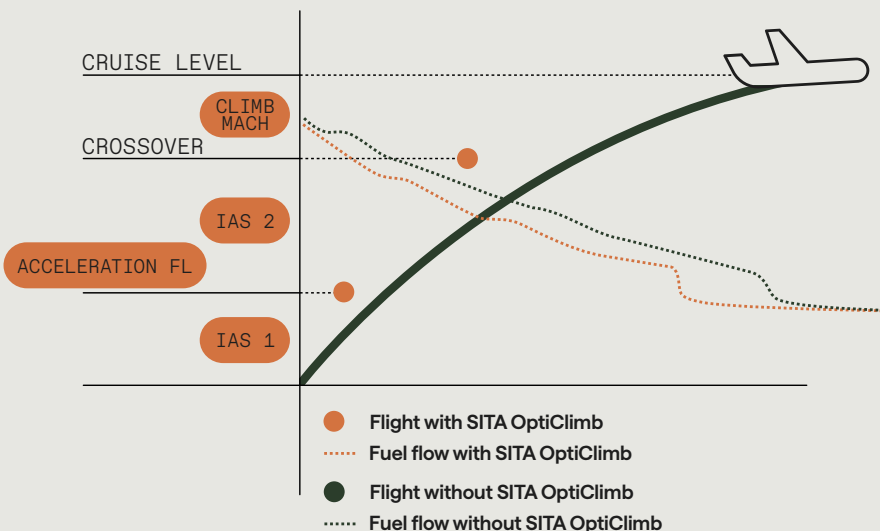
A customized climb schedule for each flight

- 2 climb speeds
- 1 climb mach
- 1 acceleration flight level

75% target application rate

Allowing systematic fuel savings when applied

SITA Eco Mission

Airlines work hard to reduce emissions. But continuous growth, low SAF availability, and timeframe uncertainty over new aircraft designs make it challenging to hit targets.

So governments and regulatory bodies are trying to find the solution that will work today - decarbonization regulations. These include:

- SAF mandates
- Offset schemes
- Carbon taxes and charges

Unfortunately these regulations are misaligned and have become too complex for international airlines to navigate, let alone stay on top of the costs.

With SITA Eco Mission, airlines can understand and comply with regulations while optimizing costs and operations.

Our solution takes care of:

- Calculating and optimizing the cost of decarbonization regulations
- Monitoring and validating all flight data
- Generating automatic reports
- Creating a tailored strategy

We're finally bringing visibility to all associated costs and helping to optimize them too. All this while making sure customers stay fully compliant.

Airlines can also use the planning module to build and fine-tune their strategies depending on their emission and cost targets.

We're also going to add more advanced planning and strategy simulations and expand it to other sustainability initiatives.

We developed our new tool together with the Arab Air Carriers Organization and its airline members, who helped us to understand and solve these challenges.
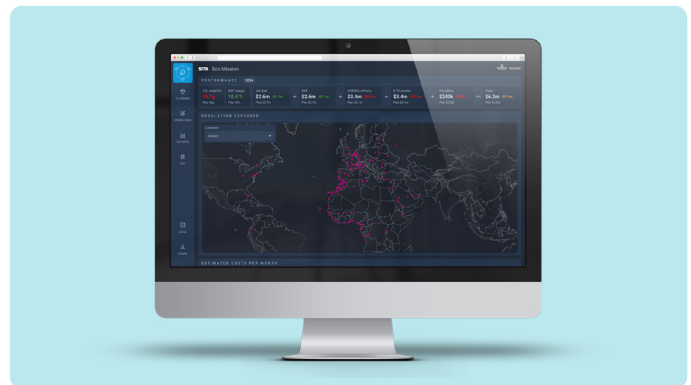
How it works:

Regulations*
Regulations applicable to networks

Generate reports to comply with:
International regulation related to monitoring, reporting and verification of emissions data

Dashboard highlighting key metrics associated with:
SAF mandate, taxes and charges in operational networks and all locations

Users
Insights your team can take action on

Compliance
Regulations, reports and audits made easy

Strategy & finance
Budget planning and cost calculations are simplified

Flight operations
SAF and last minute decision making

*Regional and local regulations will be provided when available and confirmed

Data
Connecting 3rd party data sources

Schedule

External fuel prices

Regulatory information

Internal fuel prices & purchases

External forecast prices for offset & credits

Flight operation systems (e.g. flight planning)

Our process: Integration   Validation   Optimization
giving maximum accuracy
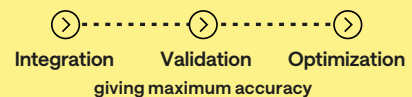
SITA FlexBox
Reducing emissions through innovation in our hardware portfolio

Scope 3 emissions are the indirect emissions of an organization's activities. These can include purchased goods and services, transportation and distribution, and waste disposal. Scope 3 emissions are the most challenging to address, as they concern our supply chain and product lifecycle. At SITA, we want not only to reduce our scope 3 emissions, we also want to make sure our customers buy our products with minimal emissions.

Made of fewer parts, SITA FlexBox weighs only 16% of our traditional TS6 Kiosk. So, it uses less materials, and transport emissions are 60-80% lower. Right now, we're expanding the footprint calculations to all 8 products in our passenger processing hardware portfolio.

Indicative lifecycle emissions (10 years)
tCO_2e

-53%

~7.6 — TS6 Kiosk

~3.6 — Flex Box
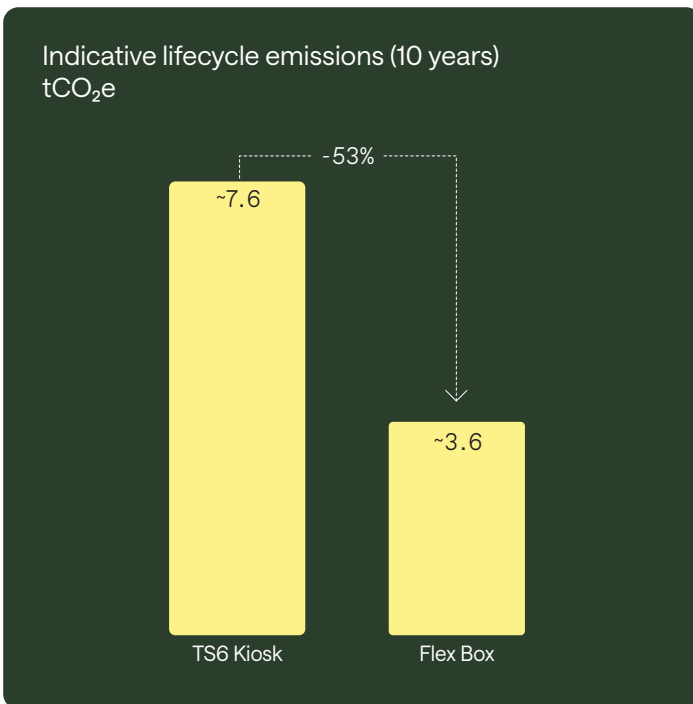
Stakeholder engagement and materiality

Sustainability priorities and stakeholder engagement

If we want to claim Environmental, Social and Governance (ESG) priorities are our north star, they have to factor heavily in our business strategy. This is why, in 2022, we got all our priorities in line. We went through a detailed materiality analysis across our global company to identify all the important ESG topics that impact how we do business and who we do business with. This process helped us to make sense of our priorities. With a clear vision, we then created a roadmap to keep us on track with our sustainability and ESG ambitions.

How we engage with the world

Our 2022 materiality assessment was done by an independent company to add extra depth and space for honest feedback. It was an exhaustive process and a deep dive into the issues at play. A big part of the eventual roadmap was influenced by the views of our employees and relevant stakeholders. In total, we gathered feedback and insights from more than 600 respondents who fell into five key stakeholder groups:

● Customers

● Business partners

● Regulators and NGOs

● Suppliers and contractors

● SITA employees and SITA board members

These insights were invaluable, but many priority areas didn't come as a complete surprise. After all, this wasn't the first time we'd gone through a formal exercise to better understand our sustainability and ESG commitments. We did an earlier materiality assessment in 2015 and followed this formal process up by regularly tracking trends and challenges, and talking openly to our clients, suppliers, and partners about their challenges and pain points.

Working on double materiality assessment in 2024

We're already taking proactive steps to report under the EU's CSRD (Corporate Social Responsibility Directive). In 2024, we're implementing the 'double materiality' process. This means we'll be examining how our actions impact both people and the environment, alongside their financial effects. This is how we make sure we're on track with what really matters, following the CSRD Double Materiality guidelines from EFRAG (European Financial Reporting Advisory Group).

1.

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

2.

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

3.

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

4.

Collated information concerning the impact and importance of topic and mapped the impact of the ESG topics by consulting with stakeholders

5.

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

6.

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

Interactions with our stakeholders

Stakeholders Group	Feedback mechanisms
Customers	• Regular feedback: it's crucial for us to respond to our customers' needs and actively listen to their feedback. Our teams regularly stay in touch with customers through different methods, like online and in-person surveys, customer advisory boards, and steering committees. • We also organize larger events, like steering committee meetings and customer advisory board sessions, to encourage direct interaction and collaboration. This commitment helps us stay connected within the industry and keep up with the changing needs of our stakeholders. • Yearly input: our annual Customer First feedback survey is a great way to touch base and re-connect with our customers. • Industry insights: Our knowledge experts do research on critical trends and developments. They make detailed reports for the air transport sector on passenger insights, biometric technology developments and IT solutions for critical areas like baggage handling.
Business partners	• Both the IT and aviation industries evolve rapidly. So, we keep in touch with our partners through regular dialogue and partnership meetings. This way, we make sure our solutions are relevant and always evolving.
Regulators & NGOs	• Regulations are critical in our business, so we continuously monitor regulations from governing bodies around the world. • We track what NGOs and industry experts are saying about our industry. • We take part in think-tanks, research, and industry gatherings where we share our knowledge and views.

Interactions with our stakeholders

Stakeholders Group	Feedback mechanisms
Suppliers & contractors	• Our suppliers and contractors are so important to our operations. We often ask for their on-the-ground views, not only in our regular meetings but on a day-to-day basis.
Our board members	• Governance and oversight are vital in our line of business. We connect with our board members officially during our annual general assembly, which our board representatives also attend. • During our materiality assessment we held semi-formal interviews with our board members to draw out topics for consideration. We also did a workshop with an internal materiality steering committee, to get a better understanding of the impact of ESG topics on our business, reputation, and finances.
Our employees	• Beyond the daily discussions we have with our people, we get together as a company for regular local regional, and functional town hall gatherings. • Our CEO also talks to staff less formally during staff calls. • During our materiality assessment we held semi-formal interviews with our executive leadership team to ensure our approach to ESG was in line with our business and its needs. • Once we had a priority list of ESG topics, we worked closely with our management team to get buy-in and agreement.

Our top ESG priorities

Our 13 most prominent ESG considerations, both in terms of impact and importance to our company and our stakeholders, are:

Materiality matrix

Importance to stakeholders

Privacy

Climate Change

Cyber Security

Energy Management

Employee Health, Safety and Well-being

Talent Management

ESG Compliance, Transparency and Governance

Operational Excellence

Diversity, Equity and Inclusion

Business Resilience

Impact on business

● Environmental   ● Social   ● Governance
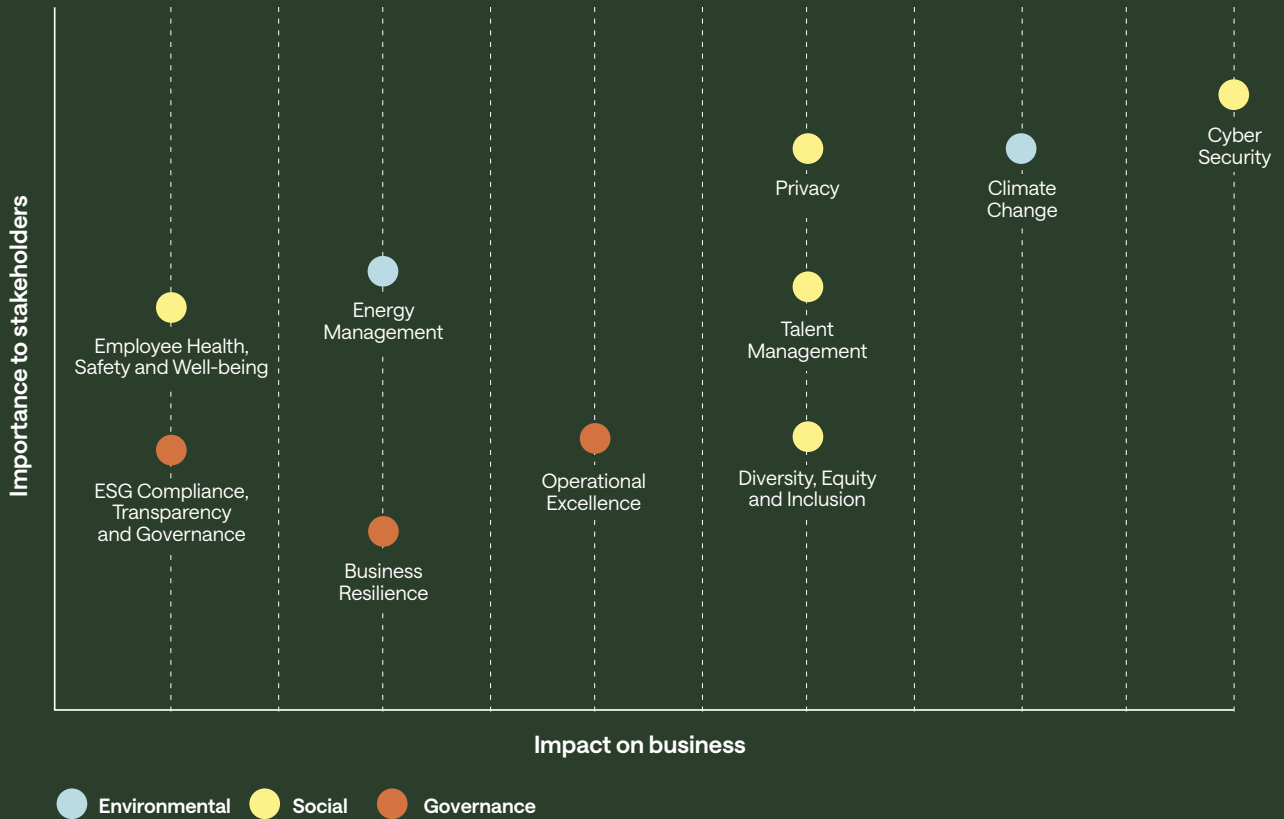
In addition to the ESG priorities outlined we also treat three additional topics with the same importance; **Community Engagement, Ethics** and **Responsible Procurement and Supply Chain**. We know these additional priorities from our full matrix – will help us achieve our ESG goals. They also reinforce our values as a company, making them crucial to our business, our brand, and our global reputation.

Aligning our priorities with United Nations sustainability goals

We matched each of the United Nations Sustainable Development Goals (SDGs) to our own 13 materiality priorities to highlight actions we could take as a business.

Topic name	SDG goals	Sub targets
Climate change	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	**Sub-target 12.2:** By 2030, achieve sustainable management and efficient use of natural resources. **Sub-target 13.1:** Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.
Energy management	7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Sub-target 7.3:** By 2030, double the global rate of improvement in energy efficiency. **Sub-target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
Cyber security	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Sub-target 9.1:** Develop quality, reliable, sustainable and resilient (digital) infrastructure, including regional and transborder (digital) infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
Privacy	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Sub-target 9.1:** Develop quality, reliable, sustainable and resilient (digital) infrastructure, including regional and transborder (digital) infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
Talent management	8 DECENT WORK AND ECONOMIC GROWTH	**Sub-target 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
Employee health, safety & well-being	8 DECENT WORK AND ECONOMIC GROWTH	**Sub-target 8.8:** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
Diversity, equity & inclusion	5 GENDER EQUALITY; 10 REDUCED INEQUALITIES	**Sub-target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. **Sub-target 10.2:** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
Operational excellence	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Sub-target 9.1:** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. **Sub-target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Topic name	SDG goals	Sub targets
Business resilience	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Sub-target 9.1:** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. **Sub-target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
ESG compliance transparency & governance	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Sub-target 12.6:** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
Ethics	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Sub-target 16.5:** Substantially reduce corruption and bribery in all their forms. **Sub-target 16.6:** Develop effective, accountable and transparent institutions at all levels.
Responsible procurement & supply chain	8 DECENT WORK AND ECONOMIC GROWTH / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE / 17 PARTNERSHIPS FOR THE GOALS	**Sub-target 8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. **Sub-target 9.3:** Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets. **Sub-target 17.1:** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
Community engagement	4 QUALITY EDUCATION / 4 QUALITY EDUCATION / 17 PARTNERSHIPS FOR THE GOALS	**Sub-target 4.3:** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. **Sub-target 4.5:** By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations. **Sub-target 17.1:** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

ENVIRONMENTAL

Climate change

Our business is the foundation of air transport, which is responsible for around 2.5% of global CO_2 emissions. We also understand there are wider impacts beyond just CO_2, like contrails and nitrogen oxides. That's why we're committed to being leaders in minimizing environmental impacts of aviation. Our advanced tech supports transformation in aviation. Our leading portfolio positions us well to meet future demands. Our sustainable products like the OptiFlight© suite, SITA Environmental Management, SITA Eco Mission and the SITA Airside Optimizer help our customers measure and effectively reduce their environmental footprint.

And our commitment goes beyond aviation industry support. We're working towards becoming a net-zero company by 2050. The SBTi (Science Based Targets Initiative) validated our commitment in 2023. This gives us and our stakeholders a clear plan to cut all greenhouse gas (GHG) emissions. We want to prevent the worst effects of climate change and make sure our business can thrive in the future. It's not easy, but we're sticking with it because there's just no other choice

We keep our sustainable practices and environmental impacts in check with our Corporate Environment Policy and Energy Management Policy. These policies guide us on what we need to do and how we need to act.

Let's look at some of our successes this year

72%	43%	79%
We reduced our total greenhouse gas (GHG) emissions by **72% in scope 1 and 2** compared to our emissions in 2019.	We've decreased the average electricity consumption per employee by **43%** compared to the consumption in 2019.	**79%** of our employees feel confident that they work for a company that prioritizes environmental responsibility.
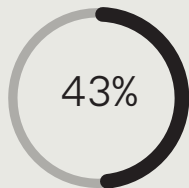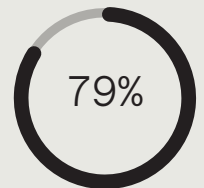
Why climate change is important to us

Climate change is urgent, and it needs our immediate attention

It's the greatest challenge humanity has ever faced, and it's not just about the environment – it affects every aspect of our society and economy.
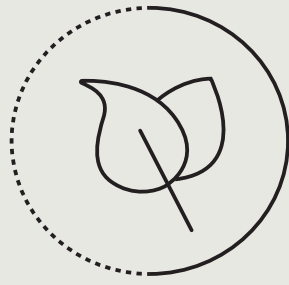
We're in an industry that directly impacts the environment

Addressing climate change isn't just a responsibility, it's an opportunity to lead by example and drive positive change.
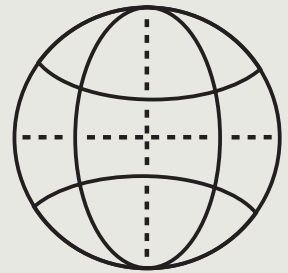
Extreme weather events

With more and more extreme weather events, rising sea levels and declining biodiversity, the urgency to act has never been clearer. We can help adapt to extreme weather through our solution SITA eWAS, which gathers extensive worldwide weather information. Coupled with our SITA Mission Watch, we ensure you stay one step ahead of changing conditions that are predicted to increase due to climate change.
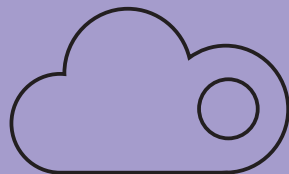
Our plan isn't merely to follow regulations

We're actively developing innovative solutions, creating connections across industries, and building sustainability into everything we do. From our own carbon footprint to developing products to help our customers mitigate their environmental impact.
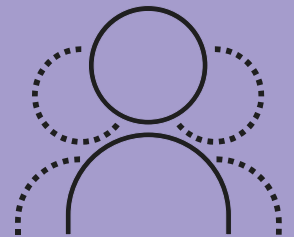
Climate change isn't just the next task on our to-do list. It's a call to action. A catalyst for change, and a defining moment in our history.

Our SBTi commitment to net zero

We want to make sure our commitment is more than just talk. So, in 2022, we set a goal to keep reducing our GHG emissions footprint. This commitment, guided by the latest scientific knowledge, follows the SBTi Net-Zero Standard.

Near-term targets

We aim to reduce our emissions by 4.2% each year from 2019 – 2030 for scopes 1, 2, and 3 through a range of initiatives.

Our goal is to cut absolute scope 1, 2, and 3 greenhouse gas emissions by 46.2% by 2030, based on 2019 levels.

We plan to source at least 80% of our energy from renewable sources by 2025, reaching 100% by 2030.

By the end of fiscal year 2027, we aim for 50% of our suppliers, based on spending, to have validated science-based targets for goods and services.

Long-term targets

We're committed to reaching net-zero by 2050, following the Paris Agreement's goal of limiting global warming to 1.5°C. This means we'll cut all GHG emissions by at least 90% across all scopes compared to our 2019 levels.
To meet these targets, we'll be using a combination of existing and new strategies to reduce emissions throughout our entire value chain, including our own operations and our products.

Validated: Our SBTi commitments

In October 2023, the SBTi approved our near and long-term targets.

For us, this confirms we're on the right path. We understand the commitment and hard work needed to achieve our ambitious goals. The next step is to develop a decarbonization strategy, which will be part of our broader ESG strategy.

We've outlined our steps and we're going to team up with our partners, suppliers, and customers to reach our corporate goals. And beyond that, we're aiming to literally transform the aviation industry.

Timeline

What's happened at SITA since 2019 – our base year for SBTi?

2019 ⊙

- PLANET+: a program focusing on the top 3 priorities across our operations: Travel Smart, Office Smart, Planet Smart.
- We set up our baseline carbon footprint and included a wider range of emissions.
- The SITA Air Transport Community Foundation won several impact accolades and awards.

2020 ⊙

- Seven SITA offices were ISO14001:2015 certified (Environmental Management System) including our manufacturing facility in Burlington.
- SITA Smart Path kiosks used patented GreenPower technology which reduces energy costs by up to 75%.
- With the outbreak of the pandemic in 2020, our growing border services began to play a critical role in mitigating health risks and restoring trust in travel.

2021 ⊙

- We committed to reaching net-zero by 2050.
- We won the World Finance 'Most Sustainable Company in the Aviation Communication Technology Industry – 2021' Award.
- We were recognized as a Sustainable Development Goals good practice example by the United Nations Department of Economic and Social Affairs for our Planet+ program.

2022 ⊙

- We committed to setting science-based targets aligned with the Science Based Targets initiative (SBTi) Net-Zero Standard and Business Ambition for 1.5° campaign.
- We created a partnership with Univers (formerly Envision Digital) to develop our Environmental management system.
- We started to develop our Airside Optimizer solution.

2023 ⊙

- Our climate commitment and targets were validated by SBTi.
- We started to develop a new tool to help airlines with their decarbonization targets.
- We started to calculate the carbon footprint of our products' lifecycle.

Our sustainability-linked KPIs

	Mid and Long-term targets validated by SBTi in 2023✓	2019 baseline	2020	2021	2022	2023
Scope 1&2 GHG emissions reduction (market-based)[1] vs. 2019 baseline of 9,452 tCO$_2$e[2]	2030: Linear yearly -4.2% vs 2019 2050: Minimum –90%	-	-	-	-72%	-72%✓
Scope 3 GHG emissions reduction[3] vs. 2019 baseline of 161,385 tCO$_2$e	2030: Linear yearly -4.2% vs 2019 2050: Minimum –90%	-	-	-	+13%	+50%✓[5]
SITA offices ISO 14001:2015 certified[4]	2026: 10 SITA offices ISO 14001:2015 certified	7	7	7	8	8

Data marked as ticks ✓ is in the scope of an independent limited assurance performed by PwC. For the report, refer to the 'Auditor´s assurance on our carbon footprint page.
Our Mid and Long term climate targets were validated by SBTi in 2023.

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

[2] A carbon dioxide equivalent, abbreviated as tCO$_2$e. This metric compares the emissions in tons from various (non-carbon) greenhouse gases based on their global-warming potential by converting amounts of other gases to the equivalent amount of carbon dioxide.

[3] Scope 3 categories were partially measured in 2020 and 2021 as per The CarbonNeutral Protocol. All scope 3 categories have been measured as part of our 2022 SBTi commitment to establish a new 2019 (pre-Covid 19) baseline and in 2023 calculations.

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

[5] The increase of our scope 3 reported carbon footprint was caused by several factors, particularly the integration of our manufacturing facility in Burlington in the 2023 calculation. Additionally, we collected more precise data for scope 3 based on the TS6 Kiosk lifecycle carbon footprint data in 2023. Lastly, the overall 'back to business' effect compared to previous years also contributed to the increase. All these changes will be taken into account in the rebaselining process under SBTi planned for 2024.

Our carbon footprint calculations*

Aligning with SBTi targets

By following the SBTi Net-Zero standard, we're able to keep track of how we're progressing towards our goals in scope 1, 2, and 3 emissions, compared to our pre-COVID baseline year of 2019. This framework is widely accepted and lines up with the Greenhouse Gas Protocol (the method we use to calculate our carbon footprint).

How we measure and manage

Our first priority in managing our carbon footprint was to get an accurate measure and then keep track of how we're doing in cutting them down. In 2022, we kicked off using an environmental platform to gather and analyze data on energy, water, paper usage, and waste production. With over 100 offices globally, we succeeded in getting 95 offices on board to directly report their consumption data.

To get reliable data, we stick to our internal GHG emissions methodology. This method covers all three scopes of emissions and is crucial for our assessment. It determines how accurate and comprehensive our data collection is. Plus, we make sure to keep it up to date as we collect more data and aim for greater accuracy.

Changes in our reported carbon footprint calculation:**

- Integration of Burlington manufacturing facility into calculations for the first time.

- Product portfolio carbon footprint lifecycle measured more precisely based on the TS6 Kiosk single-impact-factor LCA data (climate change, impact estimated in CO_2e). GHG emissions have been calculated on each life cycle step as it is described in ISO 14040:2006 (raw materials, manufacturing, distribution, use, end of life).

- Exclusion of concession fees from scope 3 category of purchase goods and services as there is no activity linked to these fees that emits GHG emissions.

- Exclusion of Internet/Mobile On Air fees from scope 3 category of purchase goods and services, as GHG emissions related to these services are already calculated in the category of use of sold products.

- Replacement of estimates of Microsoft emissions with the actual emissions data provided by Microsoft.

Base year 2019

We chose 2019 as the base year for calculating our carbon footprint, using a market-based approach.

Auditing our GHG emissions calculations

Our carbon footprint is audited by an independent assurance provider in scopes 1 to 3 GHG emissions. That's how we make sure our work on data collection and analysis is accurate.

*In this report, we use the term 'carbon footprint' to refer to the total amount of greenhouse gases (GHG), including carbon dioxide (CO_2), methane (CH4), and nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF6), and other gases, measured in carbon dioxide equivalents (CO_2e). This approach allows for the comparison and assessment of the overall impact of our emissions on the environment.

**In this report, we use the term 'reported carbon footprint' to highlight our commitment to more precise and transparent measurement of our greenhouse gas emissions. Changes in our carbon footprint are caused not only by our business development but also by the integration of more comprehensive and accurate data collection methods.

Our carbon footprint in 2023

As a business, we're getting close to where we were before the pandemic hit. We're expecting our numbers to bounce back to pre-COVID levels, and we see some exciting new opportunities on the horizon.

Even though our business grew and we hired more employees in 2023, we managed to slightly reduce direct emissions in Scope 1 and 2. This shows our commitment to efficient energy management and office operations. The largest share of our reported carbon footprint is made up of scope 3 GHG emissions. This represents the carbon footprint of our entire value chain. However, due to increased sales of our products and services, our carbon footprint in Scope 3 has also increased in proportion.

Our carbon footprint %

0.6%   0.4%

99%
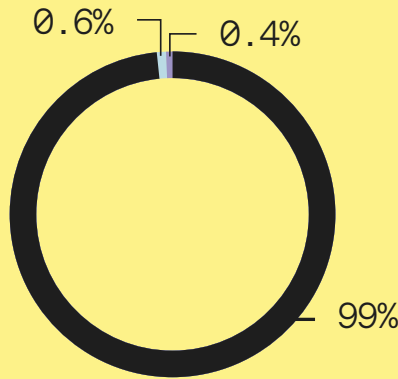
- Scope 1 direct emissions (1532 tCO$_2$e)
- Scope 2 indirect emissions (1086 tCO$_2$e)
- Scope 3 value chain emissions (242,403 tCO$_2$e)

Scope 1 and 2

Direct emissions from our operations account for only about 1% of our total carbon footprint. Nevertheless, we want to reduce it. That's why we switched to renewable energy sources (primarily green electricity) and run our offices more efficiently. We reduced total direct scope 1 and 2 GHG emissions by 72% compared to 2019 and by 2% compared to 2022. Even though we have more employees and we're using our offices more.

Adressing unavoidable emissions in scope 2

Despite our best efforts to reduce our direct corporate emissions, we couldn't completely get rid of all of them. In places where we can't directly buy renewable energy, we get Energy Attribute Certificates (EACs) instead. This happens in regions where the local or national energy setup mainly uses fossil fuels, or where it's tough to switch to green energy because the building owners aren't on board. Buying these EACs helps fund and support future green energy projects.

Targeting scope 3

For IT companies like ours, it's pretty common to have a higher share of scope 3 indirect GHG emissions. In fact, almost 99% of our total emissions in 2023 fell into this category.

Our Scope 3 GHG emissions sources

61.5%	Purchased goods and services
28.1%	Use of sold products
4.5%	Business travel
3.6%	Employee commuting
0.8%	Downstream transport and distribution
0.6%	End of life products sold
0.5%	Inbound freight and distribution
0.2%	Fuel and energy-related emissions (not included in scope 1 or scope 2)
0.1%	Capital goods
0.1%	Waste generated
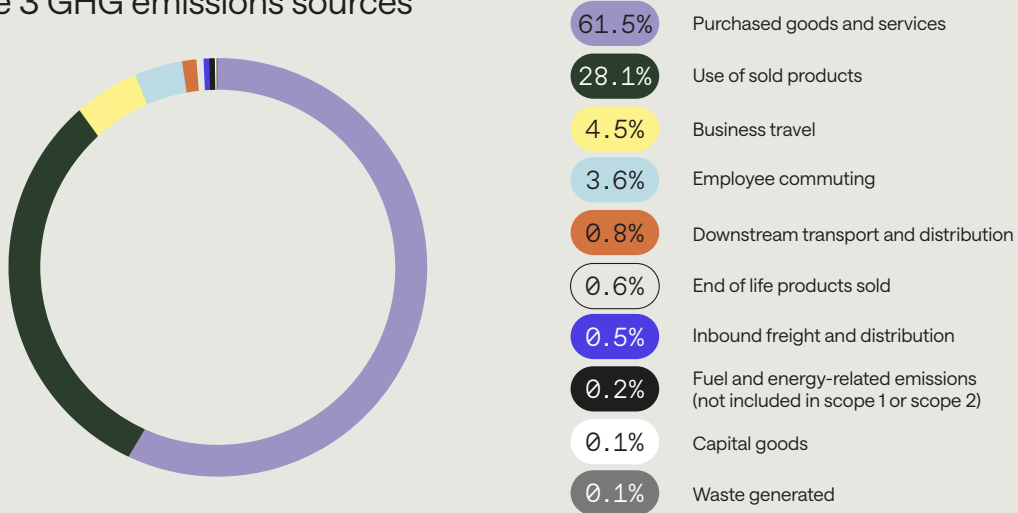
Scope 3 indirect GHG emissions mainly come from the lifecycle of our products, like buying goods and services and using our products once they're out in the world. Our business travel and employee commuting also play a big part in this.

With travel making comeback across the industry, we've seen our scope 3 reported carbon footprint increased by 50% compared to 2019 and by 33% since last year, despite our best efforts and commitments. Also, improving the measurement process did have an impact on the increase.

It's crucial for us to get our supply chains involved in achieving net-zero emissions and making our solutions more eco-friendly. When our products are energy-efficient and sustainable, the benefits spread throughout the whole chain.

This not only helps our customers reach their net-zero goals but also lets us cut down on scope 3 emissions. Plus, it means we're buying and selecting based on sustainability standards and working with our suppliers to make our environmental impact even better. As of May 2024, about 41% of our suppliers have science-based targets, and we're aiming to bump that up to 50% by 2027.

Our carbon footprint evolution

Higher demand for our products and services along with more precise data looking into the entire life cycle of our products, led to an overall 43% increase in our total reported carbon footprint compared to 2019 and a 32% increase compared to 2022.

We'll incorporate any changes affecting our calculations into the rebaselining process scheduled under the SBTi for 2024. For more details on adjustments to our reported carbon footprint, see page 31.

We view our carbon footprint from two perspectives: our operational activities (corporate carbon footprint) and our products (product carbon footprint). This dual perspective helps us pinpoint where we're directly accountable and where we need to work closely with our partners to drive improvements.

Our carbon footprint 2023 vs. 2019 baseyear (tCO$_2$e)

Category	2019	2023
Total CO$_2$ emissions	170,837	245,021
Main combustion	1,191	1,532
Purchased electricity	8,261	1,086
Business travel	23,337	11,002
Employee commuting	6,446	8,628*
Fuel & energy related activities	2,152	520
Waste	262	184
Home office	0	1,633**
Purchase of goods & services	107,859	149,156
Use of sold products	11,163	67,999
Capital goods	7,988	210
Transport & distribution	1,363	2,000
Inbound freight & distribution	0	1,266
End of life treatment of sold products	815	1,439

● 2019
● 2023

SCOPE 1 · SCOPE 2 · SCOPE 3

Market-based approach

*Home office related GHG emissions of 1,633 tCO₂e are included in this category.

**Home office voluntary category is included in the Employee commuting category of 8,628 tCO₂e.

Embedding sustainability across our corporate footprint

Our corporate footprint comes from our own operations over which we have direct responsibility. It is about 9% of our total reported carbon footprint. Compared to our base year we decreased our reported corporate footprint by 45%. We also recognize that we had an overall increase of 22% compared to 2022.

Our Corporate footprint includes:

- Direct emissions (scope 1 and 2) from our offices and operations at airports.

- Indirect emissions (scope 3) from employee business travel, commuting, remote work, and waste waste production and fuel and energy-related emissions.

Corporate footprint 2023 (tCO$_2$e)

Waste generated	184 (1%)
Fuel & energy-related emissions	520 (2%)
Scope 2	1,086 (5%)
Scope 1	1,532 (7%)
Home office	1,633 (7%)
Employee commuting	6,994 (30%)
Business travel	11,002 (48%)
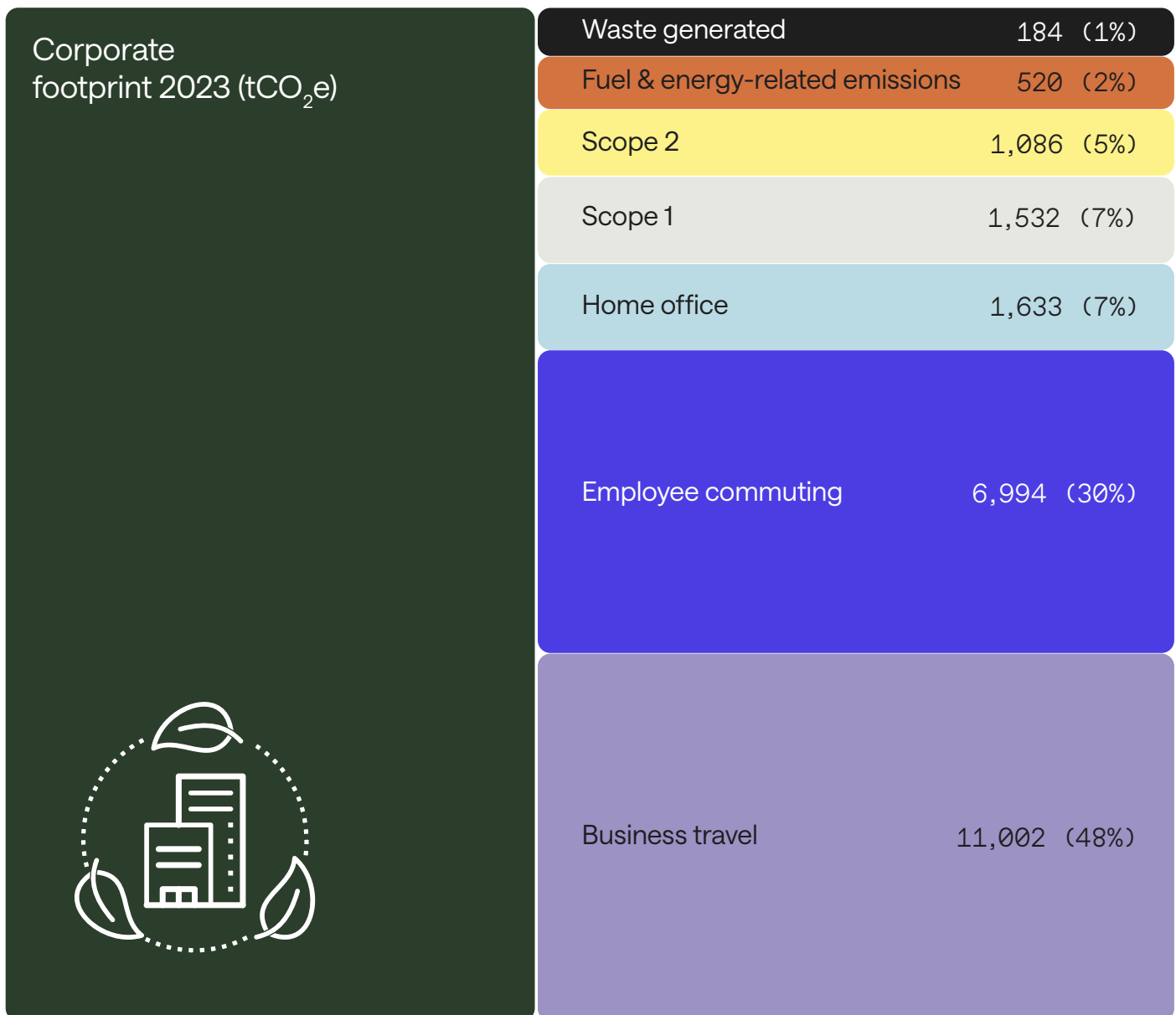
Our corporate footprint

Our overall decrease of our corporate carbon footprint by 45% compared to 2019 is thanks to our work in:

- Sourcing renewable energy wherever and whenever possible.
- Expanding the scope of data collection for carbon footprint calculation through our environmental platform.
- Securing Energy Attribute Certificates to promote renewable energy availability.
- Working on improving our floor footprint.
- Achieving a 53% reduction in emissions related to business travel compared to 2019.
- Continuing to expand the scope of data collection for carbon footprint calculation through our environmental platform.
- Migrating to the cloud.
- Sustaining our IT assets recycling process.
- Improving waste management in our operations, focusing on effective building use (see Energy Management).

We couldn't cut down on our corporate greenhouse gas emissions without our employees getting involved. We're making sure they know about our commitments and the actual steps we're taking to lessen our environmental footprint. Last year, we even put together some training sessions on environmental commitment for our team.

As our company keeps growing and changing, we've noticed our corporate reported carbon footprint getting bigger by 22% compared to last year. A few things are behind this uptick: With our business expanding and new projects starting up, there's been more need for travel, which means more greenhouse gas emissions. Plus, with the changes in our work-from-home policy after the pandemic, more people are back working from our offices, which ramps up our daily energy use. And as our team has grown, so has the number of people commuting.

We're well aware of these changes and the challenges they bring in managing our environmental impact. It's all part of our company's growth and adaptability.

SITA's corporate footprint evolution 2019 vs 2023 in tCO$_2$e

		Waterfall chart values
2019	41,649 tCO$_2$e	
Home office (no home office 2019)	+100%	+1,633
Employee commuting	+9%	+548
Main combustions	+29%	+341
Waste generated in operations	-30%	-78
Fuel & energy related activities	-76%	-1,632
Purchased electricity	-87%	-7,175
Business travel	-53%	-12,335
2023	22,951 tCO$_2$e	reduced by 45%

Decreases / Increases

2019 41,649 tCO$_2$e

Category	Value
Business travel	23,337
Purchased electricity	8,261
Employee commuting	6,446
Fuel & energy related activities	2,152
Waste generated in operations	262
Main combustions	1,191

2023 22,951 tCO$_2$e reduced by 45%

Category	Value
Business travel	11,002
Purchased electricity	1,086
Employee commuting	6,994
Fuel & energy related activities	520
Waste generated in operations	184
Main combustions	1,532
Home office	1,633

Market-based approach

Recycling our IT equipment

To keep our IT equipment management sustainable, we've got our own policy and process for recycling. We're committed to making sure that all our IT stuff gets collected and handed over to the right folks when it's reached the end of its life. Whether it's the corporate equipment we use in our offices or the operational tech we handle for our customers. We're also particularly careful about picking our vendors too, making sure they meet all the environmental and compliance standards to minimize risks for us and our customers. In 2023 we transferred 36,666 IT assets to our vendors to be either remarketed or responsibly recycled.

Environmental Management System

We kept our ISO 14001:2015 Environmental Management System certification at our eight busiest sites: Atlanta, Burlington, Geneva, London, Montreal, Rome, Singapore, and Dubai. By the end of 2023, 33% of our office staff were working in these certified offices.

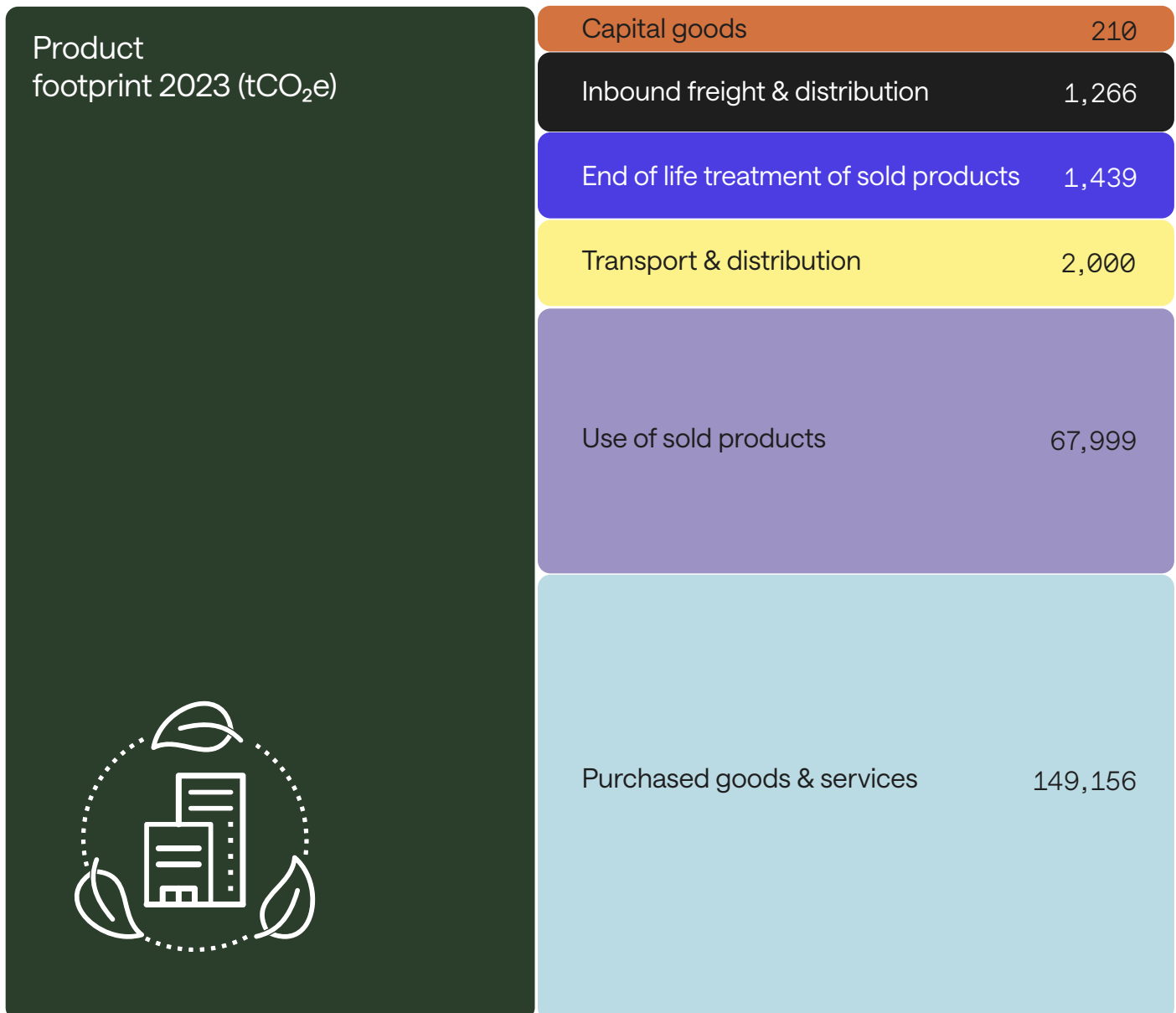# Embedding sustainability across our product footprint

Our product footprint comes from our value chain. It is linked to indirect GHG emissions generated throughout the entire lifecycle of our products and services. Product footprint is about 91% of our total reported carbon footprint.

Since last year, we've made great strides in understanding how our activities impact the carbon footprint of our products, covering everything from production and distribution to usage and disposal.

Overall GHG emissions have gone up by 34% since last year and by 72% compared to 2019, and there are a few important reasons why:

- We started including our manufacturing facility in Burlington, where our hardware is assembled, in our calculations. This had a direct impact on increase in several categories in scope 3.

- Our hardware and services sales have increased, which is great for the industry but not so great for our carbon footprint.

- We used more accurate data this time, based on the lifecycle carbon footprint of our products (Learn more here).

We expected this increase, but it still posed a challenge for our strategic planning. We're fully aware of the rise in emissions and are taking proactive steps to reduce them and meet our net-zero commitment (Learn more about our SBTi commitments here).

Product footprint 2023 (tCO$_2$e)

Category	tCO$_2$e
Capital goods	210
Inbound freight & distribution	1,266
End of life treatment of sold products	1,439
Transport & distribution	2,000
Use of sold products	67,999
Purchased goods & services	149,156

SITA's product footprint evolution 2019 vs 2023 in tCO$_2$e

Market-based approach

Legend:
- Decreases
- Increases

+509.1%
+38.3%
+100%
+46.7%
+76.6%
-97.4%

+56,836
+41,297
+1,266
+637
+624
-7,778

2019
129,188 tCO$_2$e

life treatment of sold products — 815
Transport & distribution — 1,363
Capital goods — 7,988
Use of sold products — 11,163
Purchase of goods & services — 107,859

2023
222,070 tCO$_2$e
increased by 72%

1,266 — Inbound freight & distribution
1,439 — End of life treatment of sold products
2,000 — Transport & distribution
210 — Capital goods
67,999 — Use of sold products
149,156 — Purchase of goods & services

Categories:
- Emissions split
- Use of sold products
- Purchase of goods & services
- Inbound freight & distribution
- Transport & distribution
- End of life treatment of sold products
- Capital goods
- Emissions split

Our 2023 product sustainability measures included:

- Improving the measurement process of our scope 3 emissions.

- Onboarding the Burlington manufacturing facility and integrating its relevant data into our carbon footprint calculations.

- The Burlington manufacturing facility keeping its ISO 14001:2015 Environmental Management System certification and sourcing 100% of its electricity from renewable resources.
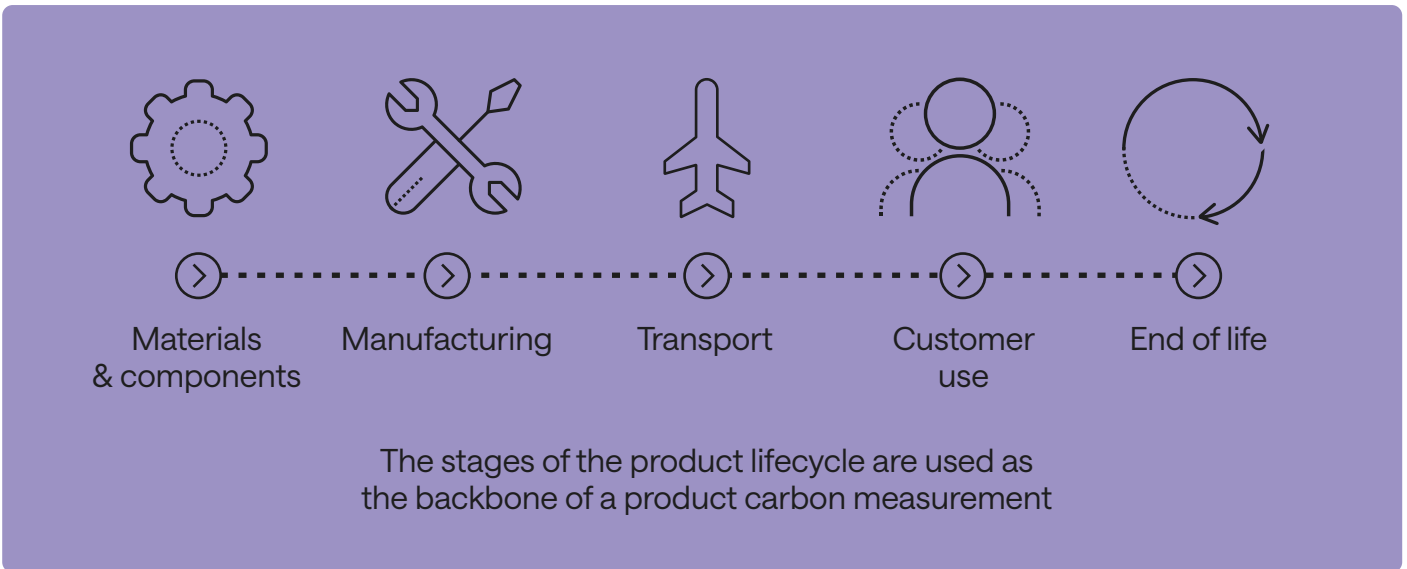
TS6 Kiosk carbon footprint lifecycle calculation

To manage our environmental impact, we need to be careful about examining our data. This data comes from our own operations and also from our product portfolio, which has a significant effect on our footprint.

We need this information to help our customers manage their impact and stick to their commitments. So, we're mining the data on our hardware products. We're focusing on calculating the carbon footprint of our Touchpoints portfolio. We began by calculating the total greenhouse gas emissions of our first product, the TS6 self-service kiosk, throughout its entire lifecycle.

The project helped us pinpoint areas where we can cut emissions and see how our portfolio fits into our SBTi goals.

Now our team's focused on getting a sustainability certificate for the TS6 Kiosk and extending our measurement process to the rest of the Touchpoint product range. We're following an official protocol to get results we can certify and setting competitive emission targets in the process.

| Materials & components | Manufacturing | Transport | Customer use | End of life |

The stages of the product lifecycle are used as the backbone of a product carbon measurement

Energy management

For us, energy management means meticulous monitoring of how we use energy, shifting from fossil fuels to sustainable energy sources. We design processes and services that minimize the energy we need to run our business. This is crucial for environmental protection, because the energy we use plays a big role in causing greenhouse gas emissions and climate change. These efforts fit perfectly with our role in the aviation industry, where being efficient and sustainable is absolutely essential.

Despite our business growing and having more employees, we managed to reduce the average electricity consumption per employee in our offices by 21% compared to 2022, and by 43% compared to 2019.

KPIs	2019* baseline	2020	2021	2022	2023
Average electricity consumption for SITA offices (kWh per FTE)	3972	3163	3251	2855	2251
% office-based staff working in SITA offices using 100% renewable energy**	24%	29%	36%	37%	37%
% of renewable electricity used in SITA offices	14%	20%	17%	21%	18%

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

**2022, 2023 data, and recalculated 2019 data, align with the more comprehensive SBTi framework. 2020 and 2021 data were not recalculated and remain unchanged.

Why it's important to us

Our core business depends on reliable energy sources to guarantee 24/7 service availability for our customers. As part of our dedication to sustainability, we're committed to minimizing our environmental footprint by optimizing energy usage and shifting towards renewable sources. We recognize the substantial greenhouse gas emissions associated with energy use, so we're actively shifting towards cleaner energy options to minimize our environmental footprint.

Our commitment to reducing energy consumption

As part of our SBTi commitment, we're dedicated to reducing scope 2 emissions by 46.2% by 2030 compared to 2019. Likewise, we're dedicated to ramping up our use of renewable energy sources for electricity. Our goal is to have at least 80% of our electricity come from renewables by 2025, with the aim of hitting 100% by 2030.

Our Energy Management Policy, our flagship document internally, highlights our commitment to using electricity and energy responsibly. The commitment is to decrease consumption and the associated CO_2e emissions. This policy outlines our energy management principles and practices for controlling energy use and related greenhouse gas emissions. This helps us align across all sites so we can implement our practices consistently.

We're dedicated to improving energy efficiency across every aspect of our operations, spanning from our workplaces to the solutions and services we deliver to our customers. This commitment goes hand in hand with our transition to sustainable energy sources. We're constantly improving the way we collect data at our sites so we can be even more precise about emissions in our reporting.

Our office ISO 14001:2015 certified

We're serious about sustainability, so we've put in the work to make sure eight of our facilities achieved environmental management certification ISO 14001:2015. And we show how committed to sustainability we are by staying true to our certification across key markets.

Our plan is to implement environmental management for ISO 14001:2015 at our sites with the most employees. In 2023, one-third of our employees worldwide work in ISO 14001:2015 certified offices.

Efficient building operations

When choosing new office sites, we prioritize buildings certified for their sustainability, safety, and energy efficiency practices. We make sure they meet a range of international building certifications, safety standards, and other sustainability criteria, and we regularly audit our buildings for health and safety criteria.

Accessing current and precise data is crucial for energy management, waste production, and water consumption. In 2023 we started collecting data on our energy consumption using the consumption data platform. This helps us make better reports so we can closely monitor how well we manage our energy. In 2023 we brought over 80 of our offices together to directly report the data on our office's consumption.

Here are some of the practical sustainable methods we use at our offices:

- (Close to) zero paper processes
- Zero single-use plastic
- Zero plastic stirrers
- Zero paper cups for tea/coffee
- Zero paper-based sugar sachets
- Shared dustbins in place of a bin at each desk
- Elaborate waste management process, following local by-laws
- Following IT asset recycling policies

Energy saving measures

We track our energy consumption data using an environmental platform. We analyze the data we collect and use it as a base to do better.

We frequently discuss how we can increase our use of renewable energy sources with our facility managers. This helps us make sure we meet our commitments.

We have a policy of replacing old office devices and equipment with newer energy-saving alternatives as soon as we can. For example, we installed LED lighting and motion sensors to detect when there's no one around. We've also included environmental considerations in the criteria we use to select our corporate IT equipment. The Electronic Product Environmental Assessment Tool (EPEAT) guides us on this.

Thanks to these efforts, we've managed to cut down the average electricity consumption (kWh) of each full-time employee by 21% compared to 2022. This also marks a 43% decrease compared to our base year of 2019.

Transitioning to renewable and green energy

Through ongoing discussions with our facility managers, we've launched an initiative to shift to green and renewable energy sources wherever possible. 16 of our offices around the globe have already succeeded in sourcing 100% renewable electricity. Also, two more offices now have partial access to renewable electricity.

We think switching to renewable energy isn't just important for the richest nations – it's crucial for everyone, including emerging and developing countries. This is why we continue funding Energy Attributes Certificates (EACs). We want to support the development of these sources. We also want to access green and renewable energy at our sites where they're not available yet. In regions where renewable energy isn't available, EACs may be the only choice. This could be because a city or country's only source of energy is fossil-based, or because we're in co-located offices where the landlord hasn't switched to green energy for the whole building, yet.

SITA as a tech provider

We are not just working on cutting down our own energy use. We're also helping our customers make their operations more efficient and less energy intensive.
Learn more in our Sustainability offering section.

SOCIAL

"In 2023, our priorities centered on nurturing our global team. We celebrated wins in building skills and creating a high-performing culture.

We evolved. We went through key changes, reorganizing our teams to stay strong and keep growing. These decisions were tough but necessary and we made them through constant support and teamwork. Enhancing transparency and reporting mechanisms helped us make smarter, more informed decisions along the way. We encourage ethical leadership and good governance. This makes sure our decisions are transparent, accountable, and made with integrity."

Alina Ionescu
Chief People Officer, SITA

Employee health, safety and well-being

Target:

Exceed the high-tech market average for employee well-being. Be on par with high-performing companies.

Performance:

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

Employee health, safety, and well-being mean creating an environment where people can grow and stay healthy long-term. Whether at the office, the airport, or home, employee health, safety, and well-being are crucial for boosting individual performance and hitting our growth goals.

Why it's important to us

Our people are the fuel that drives our growth engine. Without a dynamic, engaged, and healthy workforce, we simply can't deliver high-quality service and innovation.

Employee health, safety, and well-being are a platform for our company culture. They're one of the main areas that keep employees engaged. They're also related to how we approach talent acquisition –

because we know people prefer working with companies that offer a healthy work-life balance and who take care of their overall well-being. This is what gives a competitive edge in the race for talent. Our focus has changed to meet the growing needs and challenges our people face. In 2023 we doubled down on the importance of work-life balance and encouraged our teams to put their personal well-being first, along with their professional responsibilities.

In this report we focus more on health and well-being rather than safety. Risks of work-related accidents, injuries, or ailments are typically low for us because of office and home-office settings. We have a strong global Health, Safety, and Security program, and we keep it in check with regular internal and external audits. It's all about making sure we're on top of our safety game and always improving.

Mental health

We're all becoming more aware of mental health issues. That's why in 2023 we lead with initiatives to support employee mental well-being. We offered counseling services through our Employee Assistance program. We did workshops on stress management, resilience, and building an open and supportive culture. We also opened up our Employee Assistance program to the family of our employees, so we've been supporting our employees and their inner circles too.

Another way we take care of our people is through our Mental health First Aiders. We have 41 fantastic volunteers around the world. They're our feet-on-the ground, giving extra help to their colleagues. We support them with monthly training for well-being leads hosted by the team at Champion Health.

Individual employees themselves started initiatives like mental health awareness sessions, which sparked some important conversations. Our MEA (Middle East and Africa) region also organized a wellness BINGO to get people involved in taking care of their mental, physical and social well-being.

Flexible work arrangements

We keep our work arrangements flexible so we can meet the diverse needs and preferences of our employees. For example, they can take up to 30 days a year to work from anywhere around the world. Our people love this benefit, with almost 40% of people using it every year.

Training and development

We've kept our partnership with Champion Health, and that means we can continue to offer a webinar series that promotes well-being. These sessions focus on topics like men's health and stress awareness. This helped build a supportive culture and really encouraged our team to start taking steps to improve their well-being.

We did a training course for all our People Country Managers, together with the team at Optum. We set them up with the skills they need to lead well-being initiatives locally and support their teams.

Listening and measuring

We use an annual employee survey to gather feedback so we can keep improving our approach.

The wellness indicators in our survey are one of the tools we use to measure how effective our wellness program is. In 2023 our results stayed consistent with no major shifts in employee ratings.

"This week I'm enjoying #flexwork from my wonderful hometown #Riga. When your family is spread across Europe (or for some – across the world), it's wonderful to get to spend your evenings with them. To get to see your friends more often than at Christmas and enjoy the Nordic summer... while it lasts.

Working from the office is important for building team spirit, swapping and sparking innovation over a coffee. And being able to work and connect remotely while having family evenings – is nourishing my heart and mind.

I can take up to 6 weeks of work from anywhere, and over the next 4 weeks I'll be trying out some coworking spaces. My little tiger will be testing summer kindergartens and together with our extended family we'll be enjoying summer. #flexibility #noursihmind #noursishheart #employerofchoice"

Testimonial from Alise Rupeka (source: LinkedIn) Senior Manager, People Team

KPIs	2019	2020	2021	2022	2023
Overall employee well-being score from our employee engagement survey	87%	85%	86%	85%	85%
Employee rating from employee engagement survey for "my manager genuinely cares about well-being"	-	89%	90%	89%	89%
Employee rating from employee engagement survey for "I can be myself at work without worrying about being accepted"	-	-	90%	89%	89%
Employee rating from employee engagement survey for "I am generally able to balance my work and my personal responsibilities"	-	-	82%	80%	80%
Employee rating from employee engagement survey for "I am able to sustain the level of energy I need throughout the workday"	84%	83%	83%	82%	80%

The symbol – denotes it was not measured in this year

Diversity, equity and inclusion

Why it's important to us

We've been multicultural since the beginning. In fact, we thrive on the diversity of our people. We work together every day across functions, locations, and cultures. It's our differences combined that make us smarter, more agile, resilient, and innovative. Diversity, Equity, and Inclusion (DEI) are the foundation of a culture of psychological safety and high performance. It's what we do together that drives our success. It's how we deliver our products and services, solve our problems, and make sure we're meeting our customers' needs today, and tomorrow.

Target 1:

Increase the representation of women and young professionals at SITA.

Performance:

Ongoing effort. Our Talent Attraction Team attends regular career fairs dedicated to supporting female talent and boosting their career in tech.

Attended Perspektywy Women in Tech

As part of our commitment to diversity and inclusion, we sent a team to attend the Perspektywy Women in Tech Summit 2023 in Warsaw, Poland. It's an event that brings women from diverse backgrounds together to talk, share experiences, and learn from experts in the tech. It a platform to support teamwork, innovation, and empowerment for women in tech. Our team was made up of engineers, tech professionals and data experts who were excited to share their insights and expertise on the latest innovations.

Attending the Perspektywy Women in Tech Summit 2023 underscores our commitment to promoting diversity, equality and inclusion in the tech industry. We were honored to be part of this incredible event we're looking forward to more meaningful discussions, making new connections and sparking inspiration for those interested in a career in tech.

Diversity covers all the ways people are different. That includes the enormous range of characteristics that make up our unique identities. Equity means recognizing each person's lived experience. It's about making sure everyone has a fair chance to contribute and can move forward freely. True inclusion is the sense of belonging.

Target 2:

Exceed the high-tech market average for Diversity, Equity, and Inclusion (DEI). Be on par with the benchmark for high-performing companies.

Performance:

Ahead of the high-tech norm of 82%. Not fully on par with standards of 86% seen in high-performing companies. Ahead of transitional norm of 78% (organizations across a industries experiencing significant changes impacting all employees).

KPIs	2019	2020	2021	2022	2023
Increase in women's representation in our workforce[29]	21.3%	21.8%	22.1%	22.4%	22.8%
Overall DEI score in our employee survey	84%	87%	88%	87%	85%
'Diversity' score in employee survey for: "SITA supports diversity in the workplace (recognizing and respecting the value of human differences)"	88%	91%	91%	90%	89%
'Belonging' score in employee survey for "I can be myself at work without worrying about being accepted"	-	-	90%	89%	88%

[29]Permanent employees and fixed-term contractors

We cover 95% of all international air travel destinations, and work with over 2,500 air transport and government customers in every corner of the globe. Our workforce can be found all around the world, spanning 122 countries. We represent 130 nationalities and speak over 60 languages.

The SITA Board, who oversee the activities of SITA Group, are people who work for air transport organizations around the world. They themselves mirror our global footprint and geographic diversity.

We see our diversity of perspectives and ideas as a competitive advantage. It lets us work hand-in-hand with global and local customers. It lets us create innovative solutions to support their needs. Every day our colleagues come together with different voices, experiences, and ways of thinking. This is the key to performing our best. Our hardworking team is what makes us leaders in air-tech.

Gender representation at SITA 2022 v 2023

2022 — 22.4%
2022 — 77.6%

2023 — 22.8%
2023 — 77.2%

······ Men   — Women
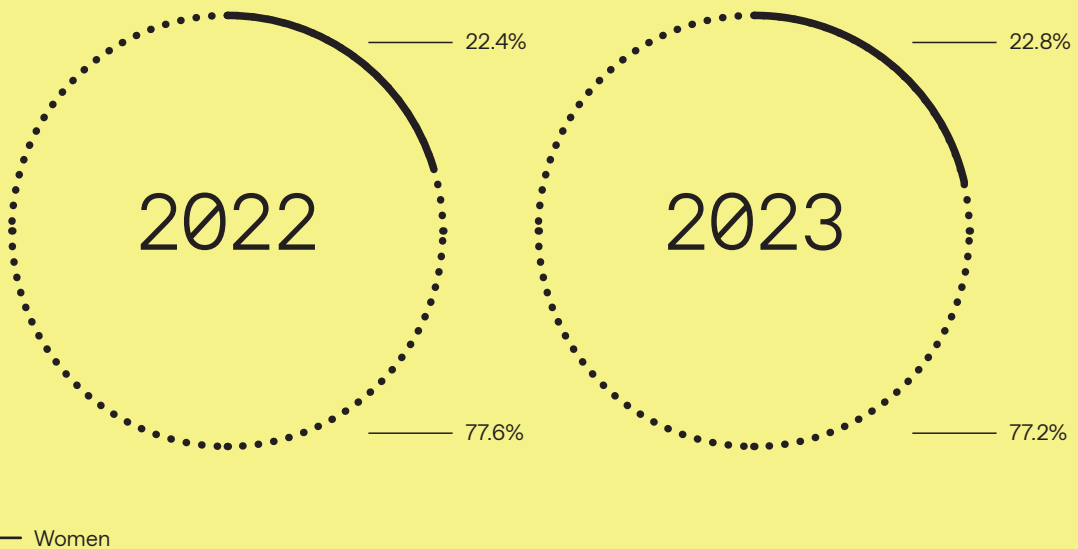
Having a diverse team shows that we can attract and keep talented people from all backgrounds, reflecting the communities we serve.

One of the under-represented groups in our teams is women. In 2023 we saw a marginal increase in our female workforce, reaching approximately 22.8% of our employees.

In fact, historically, women in tech and leadership roles tend to be under-represented in the industry. We've seen an increase in the representation of women in our tech roles, from 17.3% in 2022 to 18.3% in 2023. However, at a leadership level, the proportion of women (21.4%) has seen a slight decline from 2022 and doesn't reflect the overall representation of women (22.8%) as a whole in the organization.

Gender representation by employee levels at SITA

KPIs	2021	2022	2023
Associate – women	12.8%	11.6%	10.6%
Associate – men	87.2%	88.4%	89.4%
Professional – women	28.7%	29.3%	30%
Professional – men -	71.3%	70.7%	70%
Management – women	21.3%	21.5%	22.4%
Management – men	78.7%	78.5%	77.6%
Leadership – women	21.2%	21.3%	21.4%
Leadership – men	78.8%	78%	78.6%

Our people value proposition

In February 2023 we launched an internal People Value Proposition (PVP) study to understand the factors driving engagement at our organization.

We did in-depth research including reviewing documents, interviewing people, and hosting a focus group session. We wanted to pinpoint the key reasons why people choose to join and stay with us.

We found three core pillars that make us attractive as an employer:

- Air transport industry
- Tech and innovation
- Passion and growth mindset

We also focused on the elements driving value for our current and future employees. We found three critical areas that we can focus on to improve employee experience:

- Personal growth
- Compensation and benefits
- Culture

Living our values

- We launched the Values in Action Campaigns to inspire our people to adopt behaviours that lead to high-performance. We're on a journey. We want to inspire and inform our people, join them in making a difference and encourage them to take action themselves.

- In 2023 we focused on two values: Dare to Grow and Step up for the Customer.

- Approx. 500 employees took part in 6 global sessions, and they gave us a 4.8 (out of 5) rating in Inspiration!

- Our Dare to Grow events included:

  - Get a future ready mindset with Allister Frost.

  - Become your most productive self with Champion Health.

  - Customer Panel discussion with Miami Airport.

- Our step up for the Customer events included:

  - SITA Open Day (Connecting with our Customers) (Inspire).

  - Step up for the Customer Live with Allister Frost (Implement).

  - Customer panel discussion with Bahrain Airport at MEA Next Gen.

- We even created a podcast to showcase our people who are actively living our values.
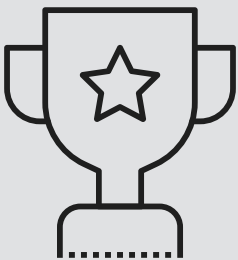
Our commitment

Our goal is to boost the presence of underrepresented groups, make sure everyone is treated fairly no matter who they are, and create a culture where everyone feels included and valued. And we're determined to make this happen across all our locations around the world.

We're delighted to have strong ratings for diversity, inclusiveness, and belonging (86% in 2023) from our annual employee survey. We're above the benchmark for tech companies (82%), and in step with what the best companies around the world are doing.

Our DEI strategy is built on three key pillars: greater awareness, organizational practice, and inclusive culture. It's backed by targets and KPIs so it can guide us in fulfilling our commitment and making a real difference.

Our focus throughout 2023 was on building cultural intelligence, to understand how well our teams work together across borders.

We teamed up with IMD to understand our current culture and the culture we're aiming for. This involved looking at how our people think, act, and work across different regions and functions. That's how we pinpointed the main things that either hold us back or help move forward us as we build our dynamic, high-performing culture.

We teamed up with our diverse group of Culture Change Agents, a community with diversity in gender, age, ethnicity, length of service and experience, region, function or business unit. Together, we turned our global priorities into specific actions tailored to each region.

- We kept working on giving managers the tools they need to lead diverse teams effectively. For example we added a Quick Start module to our global training program. It helps our People Managers learn inclusive behaviors and create an environment where every team member feels like they belong.

The module covers:

- Unconscious bias.

- The impact that diversity can have on team performance.

- Embedding inclusion and equity at each stage of the employee journey.

We also increased awareness of DEI topics by giving more visibility to our Employee Resource Groups (ERGs), which are often based on our under-represented groups. These are our communities who focus on helping our employees feel seen, connected, and confident to join in and make a real difference. Our people lead and take part in each community, playing a key role in driving our DEI agenda.

Our way of working

Throughout 2023, we've kept up our work to make equity and inclusivity standard practices in our organization. We're committed to making sure everyone has equal chances when it comes to jobs, training, pay, and promotions.

Our pay-equity goal is to follow the laws and standards in every country where we operate. As well as meeting our legal obligations like reporting on compensation, we also carefully examine how we handle work policies and data to make sure we're doing things fairly. This includes hiring and pay reviews.

Some of the things that support our pay equity are:

- Guidance from our people team.

- Pay reviews and approvals by a senior manager and leadership.

- Analyzing our data across different segments – like location, department, level, gender, and generation.

We also work with market-compensation survey providers so they can compare our compensation to other high-tech companies. This lets us set market-based salary ranges and offer our employees a competitive pay and benefits package.

Having a global workforce benefits us all. Each of us brings something different to the table, like our gender, ethnicity, race, culture, and religion.
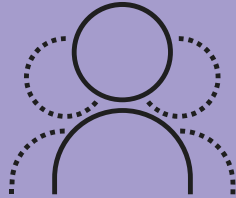
Our inclusive culture

- Our change agents play a vital role in shaping the future of our workplace. They promote inclusivity, innovation, and create a dynamic setting that's ideal for growth.

- Their goal is to help our team unlock their full potential by uniting a community of dedicated individuals. They help us build a culture of high performance and encourage a shift in mindset.

- They represent each of our GEOs (geographic regions) and BUs (business units), at smaller offices with 80 employees and bigger locations with up to 200+ employees.

Let's look at some of their responsibilities

Role models:

- Be an active role model for our values, on their team and with colleagues the office.

- Communicate effectively, being clear and convincing on the benefits of culture change.

Embrace:

- Promote open conversations about culture. transformation, welcoming diverse opinions and ideas.

- Encourage feedback, listen to what people are worried about, and address resistance to change.

- Act with empathy, to connect with individuals at all levels.

Spark:

- Advocate for cultural transformation – inspiring colleagues. Motivating them to embrace change.

- Organise local and team-based events to help people adopt our values and transform our culture.

- Build strong relationships with key stakeholders, working smoothly across different departments and roles.

Change Agents were part of our culture transformation program with IMD. They did global workshops and coaching sessions, where we encouraged them to come together and:

- Share their diverse experiences and unique insights.

- Challenge each other in a constructive way and a safe, open environment.

- Learn from each other.

- Work together across borders and functions.

Our employees thrive in an inclusive environment, strengthened by role modeling and sponsorship from leadership.

We're building an inclusive environment where employees feel that they belong, can be themselves, and feel valued. We're doing this through awareness and organizational practices.

Our employee-led groups (ERGs) focus on building a sense of community and celebrating differences in under-represented groups. For example, we ran an 'Embrace Equality' campaign on International Women's Day, and sponsored panel discussions hosted by women. Our global events highlighted leader sponsorship and female role models in a range of industries, from sport, to manufacturing, and engineering.

We sparked conversations that focused on the importance of equity in building a high-performing culture, where it is safe to try new things, challenge the status quo and learn from others.
We shared some practical tips and best practices for making a difference in promoting equity, both at work and in our wider communities. This involved things like building a supportive network of allies through active listening, challenging stereotypes, speaking out against discrimination, actively seeking inclusion, and working to break down barriers.

Talent management

Talent management is the strategic process of attracting, hiring, retaining, and training talented professionals. It involves getting the right people in the right roles and giving them the skills and capabilities to excel. Our priority is to put our talent first by offering ongoing learning and development opportunities and nurturing a culture where feedback is constant and valued.

KPIs	2019	2020	2021	2022	2023
Employee engagement score	86%	89%	88%	87%	85%
Number of new hires (permanent and fixed term contractors)	689	244	408	577	732
Number of graduates and undergraduates appointed into permanent roles	30	7	25	30	49
Number of graduate and undergraduate placements	79	55	76	120	134
Number of promotions	516	137	338	549	381
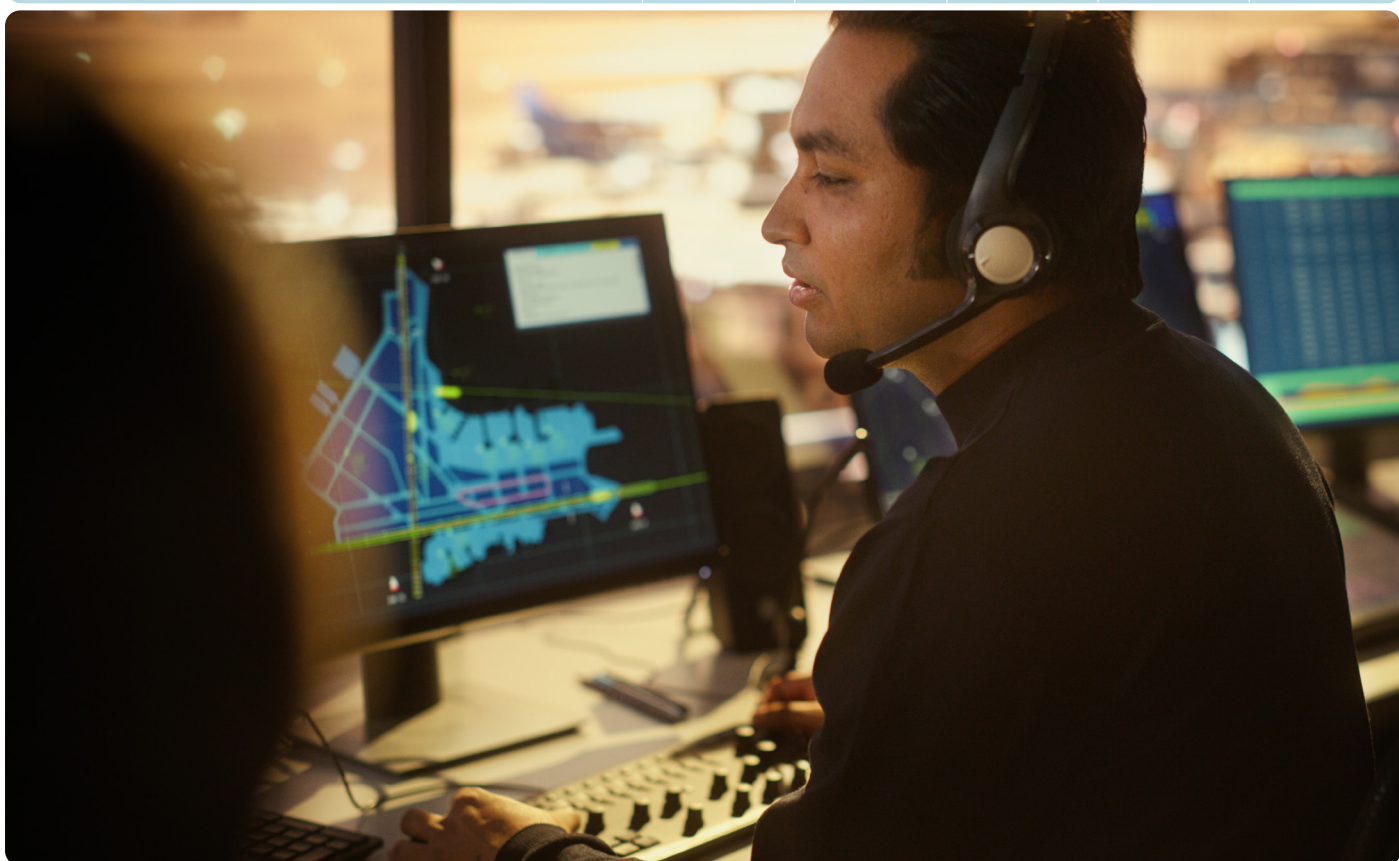
Our commitment

In 2023, we focused on supporting, attracting, and retaining diverse, skilled talent while also addressing critical skill gaps to cultivate a high-performance culture.

Our talent management strategy centers around:

- Building a talent pipeline that nurtures the key behaviors and skills needed to grow both our business and our people in important areas.
- Developing our internal talent by providing top-notch learning and development opportunities that align with our strategy and business growth plans.
- Retaining our talent for long-lasting success.

In 2023, we teamed up with important partners like Harvard Business Publishing and LinkedIn Learning to back our goals and help our employees advance in their careers

Performance

We're dedicated to helping our employees grow and making sure their trajectory matches our company goals. Last year, we made big improvements to how we manage performance, showing just how important it is to our company's future. We rolled out a new approach in January. We had a solid plan, engaged our employees, and made sure everyone was in the loop through different channels.

We worked closely with our People Country managers and business partners to run training sessions. These sessions helped our employees set goals, create individual development plans, and have thorough mid-year and end-of-year performance reviews. We hosted +10 sessions for managers, 45 for employees in different languages, and 6 "Ask the Expert" sessions with insights from our partner, Ken Blanchard, boosting managerial skills.

We also used data analysis, with the support of our People Analytics team, to set up Power BI dashboards. These dashboards helped us keep an eye on important performance metrics in real-time. Thanks to everyone's hard work, we hit some impressive goals: 96% of employees set their goals, 91% made personalized development plans, 83% completed mid-year reviews, and an impressive 100% of our people finished their end-of-year reviews.

This shows how much we believe in structured performance management. By giving clear direction, helpful feedback, and lots of chances to grow, we're not just helping individual employees – we're building a strong foundation for our company's success. Looking forward, we're sticking to our goal of creating a culture where everyone can keep improving and making a difference.

Leadership development

We're staying committed to offering IMD coaching to our senior leaders, helping them unlock their full potential and excel in their roles. This support is crucial for their growth and success. Satisfaction rates to date show 5/5 for their coaching experiences.

We're committed to making sure our leadership positions are filled by people who have the right skills.

That's why we do a Korn Ferry assessment in the promotion or interview process for people going for grade 8 roles (and above). This makes sure that senior-level candidates show the right behaviors and skills to lead our organization in line with our culture and goals.

We also brought Harvard Spark to our executive management team and their direct reports, so they can learn while they work

We're building a program support our high-potential team members.

Talent acquisition

In 2022, our voluntary turnover rate was 9.1%. In 2023 though, it improved to just 5.8%. So, in simpler terms, we're doing a better job of retaining our employees.

Our employee engagement rating stayed strong at 85% in our 2023 survey, reflecting the positive experience from 2022. It's consistent with what other high-tech companies typically achieve and slightly behind high-performing organizations worldwide (89%). For 2023 and beyond, we want to be on par with high-performing companies.

We've had a steady 15% increase in placing our graduates and undergraduates in key roles across our organization. This highlights how effective our strategy of nurturing a strong talent pipeline has been. Notably, 49 students were hired as regular employees, joining over 700 new employees in 2023. This was a significant rise from the 577 who started in 2022. What's more, in 2023 we promoted over 300 people, which shows how committed we are to supporting career growth for our people.

Throughout 2023, we focused on continuous improvement initiatives, particularly in our employer branding strategy and recruitment processes. We have four key employer branding streams, covering events, merchandise, social media, and our career website. We're putting a lot of effort into reviewing and improving our recruitment processes. Our goal is to make the recruitment experience better for everyone involved, whether they're internal team members or external candidates. We want to have these improvements fully in place by 2024.

We also brought our Talent Development and Talent Acquisition Teams together. By consolidating our talent management, we want to give better all-round support to people during their recruitment journey – from the moment they apply to the moment they start working with us.

Learning and development for everyone

Supported by world-class platforms for learning and development, Coursera and Skillsoft, our people completed 73,447 courses during the year. This represents an average of 13.4 courses per person, a total of 112,512 training hours, and 20.5 learning hours per employee per year.

We take global legal compliance seriously. We've made sure all our mandatory training courses meet the necessary regulatory requirements. We covered legal, privacy, and security compliance. These are crucial for reducing regulatory, ethical, and financial risks, as well as avoiding contractual and legal liabilities.

We made sure to remind employees who hadn't completed their training. And to enhance the learning experience, we worked on simplifying our list of mandatory courses.

Developing key roles and skills

We stayed creative in our approach to recruitment in 2023. We did a 'Tech Open Night' in our Letterkenny office, to fill new tech roles. We also hosted recruitment events for graduates. Over 100 tech enthusiasts attended, and our software teams showcased our solutions and boosted local awareness of who we are and what we do.

We've kept our focus on developing and upskilling our internal talent in key areas too. Many people have picked up new qualifications and have been doing key training initiatives. For example, 76 of our

software engineers earned Microsoft Certified Professional or Microsoft Fundamentals certifications, which are great for their career development.

What's more, 106 people trained in strategic skills tailored to their roles, spanning sales, tech, customer solutions, project management and product development.

We relocated 48 employees internationally. As key internal talents, we wanted them to benefit from wider experience.

And we're not just boosting the skills of our own team; we've also brought on more temp workers—up to 322 from last year's 273. This way, we've got extra expertise on hand when we need it for specialized tech projects, support, testing, and any back-office work.

Young talent

We're all about growing bigger and better. That's why we invest time and resources in developing emerging talent from our graduate community.

To make this happen, our Talent Management team has been working closely with our business units. They've been actively connecting with potential candidates at career fairs hosted by different universities. These events are golden opportunities for us to connect with talented young individuals. We get to have meaningful conversations about exciting career paths with us.

Career fairs	Location
McGill career fair	Montreal
Polytechnic career fair	Montreal
ESTACA career fair	Paris
Terrassa career fair	Barcelona
Castelldefelds career fair	Barcelona
Career fair at Ulster University and Atlantic Technological University (ATU)	Ireland: Galway & Letterkenny
SITA Day at Czech Technical University	Prague

We do this by supporting our graduate program and offering paid internships for undergraduates. We also fund educational programs to bridge the gap between their studies and their real world experience.

Last year, we placed 134 people in jobs all over the world, covering all the main areas where we operates and the important jobs we focus on. Plus, we were thrilled to offer full-time, permanent positions to 49 of the graduates and apprentices who joined us. We'll keep teaming up with universities to bring in fresh talent. In 2023, we attended more events worldwide to showcase the career opportunities we can offer.

Community engagement

We understand how our business affects the communities and economies where we work. It's important for us to contribute positively, both because it's the right thing to do and because it makes good business sense. Our goal is to support communities so they can flourish and develop. We focus on projects that help underserved and marginalized groups, especially in areas like healthcare, education, environmental sustainability, and economic empowerment.

Engaging with the community also plays a crucial role in supporting the health and well-being of our employees, boosting their engagement and supporting talent management. Employees are drawn to companies that actively contribute to their local communities because it builds a sense of pride and purpose in their work.

With our global presence, we're excited to show how we're dedicated to boosting local economies, which helps us fulfill our corporate social responsibility goals. To maximize impact, our community engagement strategy centered around:

- Our employee volunteering and fundraising scheme, Value in Volunteer Action (VIVA).
- Our long history of supporting local communities in India and South Africa.
- Our Air Transport Community (ATC) Foundation, actively involved in offering IT education in Africa.
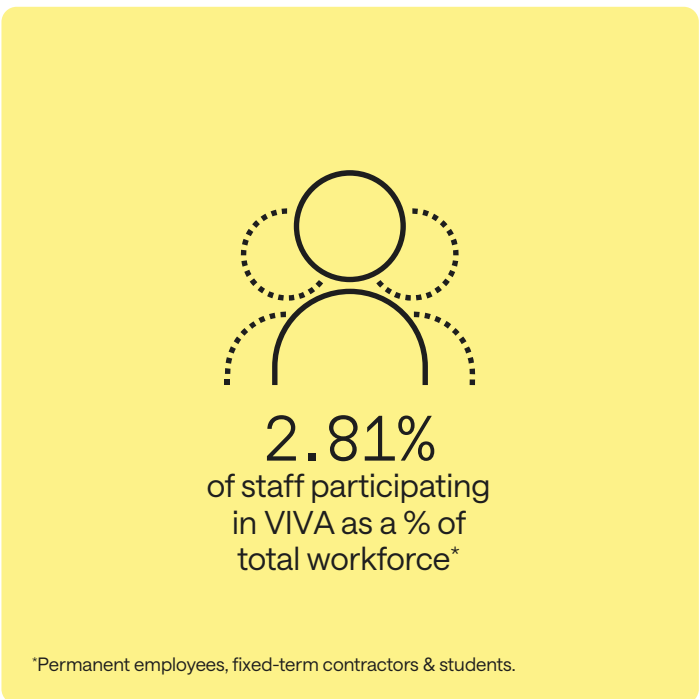
Value in volunteer action (VIVA)

Since the program's launch in 2018, our dedicated team has contributed over 6,000 volunteer hours to community causes worldwide. VIVA has since then granted our employees one full day of paid leave annually for voluntary and charitable work. They may join their colleagues in a team volunteering initiative or help individually depending on cases they wish to help.

In 2023, our teams clocked in a total of 1,144 hours for community causes via VIVA. That's about 32 work weeks! But we're not stopping there. Our aim is to ramp up our efforts and hit a 20% staff volunteer rate by 2026. Right now, we're revamping the program to get even more of our team involved and make an even bigger impact in our communities.

Through VIVA, our people volunteered their time on a range of great projects including:

- The Australian Story Factory, a creative writing center supporting young people from undeserved communities.
- Willing Hearts in Singapore, running soup kitchens across the island to feed those who could use a helping hand.
- Hôpitaux de Saint Maurice, organizing sports events for people with disabilities, their families, and hospital staff, promoting unity and well-being.
- The Books for Africa Association helping collect, sort, and ship books, computers, and other materials to improve libraries.
- The Selborne Music Festival, a family-friendly music event raising funds for music education at Selborne Church of England Primary School in Alton, UK.
- The Czech Sue Ryder's Home, keeping the elderly company and brightening up their day.

52
Initiatives supported by our colleagues in 2023

2.81%
of staff participating in VIVA as a % of total workforce*

*Permanent employees, fixed-term contractors & students.

	2019	2020	2021	2022	2023
Hours devoted by employees to community causes	2,195	435	830	1,170	1,144

Our CSR commitments in India and South Africa

With operations in India and South Africa, we're deeply involved in a range of corporate social responsibility (CSR) initiatives in these communities.

We funded 13 charitable organizations and initiatives in 2023-2024.

- In India, as part of our commitment to CSR under the India Companies Act, we support various local and national charities and non-governmental organizations. Our focus is on initiatives aligned with the United Nations Sustainable Development Goals (UN SDGs), especially in areas like education, skill development, healthcare for underserved children and women, making sure they get food and welfare support.

- In the fiscal year 2023-2024, we funded thirteen entities: twelve NGOs and the Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund. Overall, we donated US$ 245, 557 to worthy causes.

The Earth Saviours Foundation	Welfare support for senior citizens. We donated funds to feed 1,200 abandoned elderly people or people with disabilities.
Give me Trees	Planting and maintenance of 4,500 trees in Delhi and Pune.
The Akshaya Patra Foundation	Tackling classroom hunger delivering midday meals for underserved school children. We funded mid-day meals for 1,333 children studying at government schools.
Khushii	Empowering girls from underserved and marginalized communities in rural and urban India. We supported 600 students studying at the Municipal Primary Girl Schools, Mahipalpur, New Delhi.
Blue Cross of India	Animal welfare support, including rescue, birth control, clinics and shelters.
Khushboo Welfare Society	Support for children with multiple disabilities to help them become more self-reliant (life skill development, therapeutic services, and transport services).
Desire	Care for children with HIV/AIDS. We sponsored supplementary nutrition kits for 65 children at a Mumbai care home.
BNHS (Bombay Natural History Society)	Marine Life Conservation in Andaman and Nicobar Island.
Say Earth - Pondman of India	Pond Rejuvenation in Ghaziabad, state of Uttar Pradesh.
Blind People Association	Mobility support. We delivered 15 EV tricycles for people with disabilities.
Rotary Club of India	We equipped two smart classes and installed solar lights in Khupri and Tilgaon.
KIA Foundation	Infrastructure: capacity-building initiatives for a self-help group.
Prime Minister Care Fund	Relief funding and aid for emergency situations.

CSR South Africa

Empowering education and creating career opportunities for young people.

Learnership initiatives: Last year, we kept our promise to nurture up-and-coming talent through our learnership programs. These programs blend classroom learning with practical work experience. We introduced 10 new opportunities, bringing the total to 147 since we began. Each one-year contract is carefully designed to provide formal certifications and valuable hands-on training in technical IT and business fields, setting participants up for success in their career.

Scholarship program: Our commitment to the future of young South Africans stays strong as we awarded 8 undergraduate scholarships in 2023, totalling 36 university scholarships to date. These scholarships support students studying science, technology, engineering, and mathematics (STEM) as well as business-related studies. They nurture a group of skilled professionals so they're ready to lead and innovate in their fields.

Work experience opportunities: We've been working hard to reduce youth unemployment by teaming up with the Youth Employment Service (YES) initiative. In 2023, we helped 20 young people get work experience, and so far, we've created 83 opportunities. These experiences are crucial for giving young professionals the skills they need to succeed in a tough job market and tackle the big issue of youth unemployment in South Africa.

Supporting local enterprise and economic empowerment.

- **SMME development:** We're dedicated to helping local businesses grow, and it shows in our support for small, medium, and micro enterprises (SMMEs). In 2023, we sponsored 10 new businesses through our business development incubator program. So far, we've supported 43 SMMEs, providing them with training and start-up assistance to promote sustainable local economic growth.

- **Local procurement:** Over 80% of our services in South Africa are sourced locally. This strategic choice supports local suppliers and boosts the local economy through our commitment to Broad-Based Black Economic Empowerment (B-BBEE). This initiative is a key part of our strategy to reduce inequalities and promote inclusive economic growth, and we're excited about the positive impact it's having.

Access to tech and digital skills.

In 2023, we kept working with Computer Aid to set up sustainable solar-powered computer labs for communities. The Solar Community Hub is a big step toward closing the digital gap in remote areas. We believe that access to tech and IT skills is a must in today's world. This project aligns with our dedication to empowering youth and communities through tech. By offering these essential tools and skills, we're opening up a world of opportunities for them, starting a lifelong journey of learning and innovation.

We've set up 13 computer labs, giving over 10,000 students and community members access to important IT skills, which helps bridge the digital gap even more.

As we look back on our CSR work in South Africa in 2023, it's clear that we've been focused on more than just meeting immediate community needs. We've also been promoting long-term sustainable development. Whether it's through education, creating job opportunities, supporting local businesses, or investing in tech, we're dedicated to making a positive impact on South Africa's socio-economic landscape. We make a point of adding value to the communities we're part of.

Our air transport community (ATC) foundation

Over the past year, our Air Transport Community (ATC) Foundation has doubled down on its support for sustainable programs, focusing on IT education for students and teachers. We're fully committed to tackling the IT skill gaps in Africa and making sure everyone has equal access to education. In 2023, we began reviewing and updating the activities of our ATC Foundation to pinpoint where we can really make a difference.

Privacy

Target: ◎	Performance:
Privacy and data protection compliance	Ongoing effort

Privacy is about the use of personal information and requires fair and transparent collection. Whether it's data belonging to our staff, customers, or anyone we interact with through SITA, it's crucial for us to handle the data responsibly. We have to take care of how we use it to build and support relationships through our products and services.

Personal data is any information that can directly or indirectly identify someone (whether on its own or along with other data).

Why privacy is important to us

Respecting people's privacy is critical for our reputation and our ability to deliver top-quality products and services. Wherever we work, handling employee and customer personal data is at the core of our business. That's why we carefully manage privacy risks across all our global products. We must make sure our privacy risks are properly handled throughout our global operations.

Given our size and scale, we process personal data on behalf of government and international agencies, airlines, and airports. Taking privacy seriously and having a positive data culture means we actively manage our risks and follow best practices. If we failed to do so, we'd create an unacceptable risk of non-compliance, leading to serious legal, brand, and reputational damage. It'd also undermine the trust of our employees and customers.

We know that advanced tech like artificial intelligence and machine learning will bring new opportunities for passengers. However, we need to balance this with new data laws and regulations that protect individuals. We make it a priority to stay on top of new tech and the privacy risks. That's key to how we manage data risks proactively. We do this through proper governance, monitoring, and keeping our executives actively involved. As both a data controller and processor, we're committed to respecting the personal data of all our stakeholders. That's something we stand by as we keep innovating and improving our products and services.

How we manage privacy

Our Global Privacy Office is a multinational team of qualified privacy professionals led by our Chief Privacy Officer. They're the ones who set up our privacy strategy and offer guidance to make sure our products and services are built with Privacy by Design and Default in mind. The team offers employee training and raises awareness. They do regular reviews to make sure our Privacy Controls and Accountability Framework is applied consistently across the organization. They also act as the point of contact for regulators and handle all other privacy-related matters.

Involving employees in privacy issues

Every employee, regardless of their role, must complete annual mandatory privacy training. It helps them understand how to handle personal data responsibly. It also guides them on where to get added help and support. We track completion through our learning management system and reinforce it with repercussions for those who don't complete it.

Then, our Global Privacy Office builds on the knowledge from our mandatory training. They offer targeted, role specific training. They also do broader privacy awareness initiatives like International Data Protection Day and monthly privacy newsletters to help employees better understand how privacy relates to their job.

Aligning new products with privacy criteria

As new tech opens up opportunities to innovate our products and services, we do a Data Protection Impact Assessment (DPIA) on all new or updated offerings. We also make sure the relevant documentation is properly created and regularly reviewed. This mandatory step goes together with our review of application security and IT architecture. It helps us confirm we're following our internal policies and address any risks we spot before deploying a solution or launching it on the market.

Procurement risk and management

As a global company we work with a range of third parties and vendors who process personal data on our behalf. Each of them is subject to our procurement risk review framework. Our professionally qualified Privacy, Legal, and Security teams oversee this process. They consider the nature of the data processing, the related privacy and security risks, and the need for ongoing monitoring to make sure we stay compliant. We stay aware of the external environment by tracking privacy regulations and case law developments. We incorporate these updates into our business and vendor policies and processesas needed.

Compliance and regulation monitoring

As both a data controller and processor, we understand the importance of meeting our privacy obligations and supporting compliance throughout our business. This helps us build and keep the trust of our customers, employees, and society.

We're open to constructive conversations with our customers about this. We also actively monitor advice from the European Data Protection Supervisor (EDPS) and other national authorities, so we know we're staying compliant. We're committed to meeting our privacy obligations to individuals, both as a data controller and processor.

Find out more about our approach to privacy in our **Privacy Statements** or at **privacy@sita.aero**.

Cyber security

Target: ◎	Performance:
Maintain ISO 27001 certifications in our SITA Command Centers	Achieved

We live in a world where data connects almost everything. That's why we need cyber security. It steps in as a digital fortress, protecting businesses from online threats. It also helps build trust, resilience, and continuity. It makes sure sensitive, confidential, and/or proprietary customer data is securely stored, managed, and shared. It also keeps confidentiality, integrity, and availability. This means any tech company providing products or services to customers must have the required security controls. Cyber security addresses company strategies, policies, and management practices related to IT infrastructure and record keeping. This can also involve mechanisms to protect customer technology, intellectual property (IP), and data security.

Today's workers are always on the move and more connected than ever. Whether they're rushing to the office, working at hybrid locations, or taking time off, they're constantly logging on to company networks while on the go. It's just become the new norm. The trend did exist before Covid, and then the pandemic supercharged it, as the boundaries between work and leisure dissolved. So now that it isn't confined to siloed office spaces, which are more defensible,

everyone's personal data is flowing from personal devices to company networks, and customer databases. This makes corporate intranets and systems more vulnerable. Data can be at risk of being hacked or targeted by cybercriminals who exploit weaknesses in software or use phishing emails.

Why it's important to us

Because we have global partnerships with border security and government agencies, airports, and airlines, we understand the need for constant vigilance and modern security technology defenses. We want to give our stakeholders confidence without fear of cyber intrusion. Our security mandate isn't just about protecting data. It's also about protecting intellectual property (IP), technology, and the services/ solutions given to customers. What's more, our cyber security focuses on improving cyber maturity and reducing security risks.

Our security controls and practices

Our security measures make sure that information (and the systems handling it) are well protected. We're focused on keeping out malicious threats and preventing unauthorized access or use of data. Plus, we're also working to stop any disruptions, modifications, or destruction of our data and tech.

Our operations depend on managing tech and data effectively and securely. A data leak poses significant risks, affecting our customers' data rights, our financial stability, and our reputation.

That's why we adhere to industry standards like ISO 27001, NIST, PCI, and SOC. They outline the requirements for setting up, implementing, maintaining, and enhancing our Information Security Management System. Our security policies are aligned with these standards. They're tailored to support tech security needs outlined by the relevant regulations.

Our enterprise security improvement program

We'll keep moving forward on our security transformation journey. We're doubling down with a revamped improvement program and delivery model introduced in 2021.

The program takes steps to boost cybersecurity maturity and minimize existing risks year by year. The framework showcases our ongoing efforts to improve and evolve our security capabilities. It aligns with our enterprise and security strategy goals for the next three years and adapts to changing business needs, customer expectations, and industry threats.

The program drives security changes across the organization. It strengthens risk management by improving visibility and handling security risks and vulnerabilities more effectively. Managing information security involves a unified approach where both our employees and customers are equally informed of cyber risks. We emphasize how our tech, training, and best practices can help reduce exposure to these risks. Our security threat operations and governance teams work with customers' security teams, employees, and aviation industry forums to share knowledge on threats and protection.

Structure and governance

Delivering these changes requires many teams and resources across the organization, from top to bottom. Transparency and support from our leadership is also crucial. Our Chief Information Security Officer (CISO) leads our Enterprise Information Security Office (EISO), overseeing the company's information and data security. They manage policies and programs to safeguard technology and data. They also chair an internal executive cybersecurity governance committee and take part in the Cyber and Privacy Committee, a standing committee of the SITA Board.

The Cyber and Privacy Committee of the SITA Board oversees the implementation of SITA's Enterprise Security Improvement Program and Cyber Risk Management, supported by SITA's EISO team. In EISO, our Product Security Office handles security in product design and development, including new cloud-based products. Our business Information Security Officers (BISOs) step in for the CISO in different regions. They team up with Sales, Compliance, Legal, and IT to boost cyber security. BISOs also spread awareness about organizational and customer security. It's part of our ongoing cyber security efforts.

Who's who in our cyber security

Everyone at SITA plays a vital role in carrying out and upkeeping our cyber-related activities.

We make sure employees understand their responsibilities around secure work best practices. For example, our Governance, Risks, and Compliance Team works with internal stakeholders to promote compliance and best practices, like vigilance around phishing and email scams. They're involved with vendor risk management, governance, policy and standards, security awareness, audits, certification, and compliance. They also handle enterprise security vulnerability KPIs, and cyber maturity. They work hand in hand with our Chief Technology Officer to make sure all our new tech has resilience to cyber threats embedded into the design and architecture.

Progress and activities in 2023

Our security transformation journey continued with more improvements to our Enterprise Security Improvement Program (ESIP). For example, we delivered security enhancements across our command centers which help manage airport and airline operations around the world. In fact, our command centers once again achieved ISO 27001 certification. That makes 4 years in a row we've got successful certification of this international standard for managing information security.

In our worldwide customer service and operations, we've taken some important steps forward. We've expanded our Security Operations Center (SOC) capabilities and enhanced our processes for detecting and responding to incidents. This focus on transformation and continuous improvement has driven significant, measurable maturity gains across all areas of SOC Operations as part of our ESIP.

GOVERNANCE

ESG compliance, transparency and governance

In 2023 we:

- Continued working on all Environmental, Social and Governance (ESG) policies and initiatives, to publish our revamped ESG strategy in the second half of 2024.

- Complied with the applicable laws, regulations, industry best practices and our conduct standards.

- Secured a back-up syndicated credit facility that's linked to pre-agreed environmental KPIs and yearly targets. It has a bonus or a malus on the interest margin depending on our performance.

Being a responsible business means adhering to environmental, social, and business regulations. That's in every country a company operates. It also means being transparent about who manages ESG risks and activities and how this is done. It is about setting ESG as core part of a company's culture and business approach and developing an ESG strategy covering the breadth of ESG challenges and opportunities.

Why this is important for us

Our stakeholders have given clear feedback emphasizing the importance of transparency in ESG governance. And this demand will only increase as ESG regulations grow. Our stakeholders need reporting and clear communication on ESG strategy, roles and responsibilities, and progress on our non-financial impacts.

In fact, it's a business requirement:

- **Investors and banks** are asking for more sustainability disclosures relevant to financial performance. Banks are more and more interested in ESG. They base part of the criteria for loan arrangements on this. The more sustainable a company is, the better interest rates they'll get on their loans. Also, companies with higher sustainability standards or ratings tend to attract more investment.

- **Customers** are requesting more sustainability reports and sustainability disclosures through RFPs. By taking sustainability seriously companies can build a competitive advantage.

- **(Future) employees** are choosing more and more to work in companies with a clear purpose. It's becoming a key factor in attracting and keeping talented employees.

- **Future regulations for reporting:** the Corporate Sustainability Reporting Directive (CSRD) is the new EU legislation. It'll require a multitude of companies to publish regular reports and disclosures on their environmental and social impact activities for 2024+.

This is why we're dedicated to running our business responsibly. We're focused on good governance, social responsibility, mitigation of our environmental impact, and increasing our transparency. We're also reviewing our ESG strategy thoroughly, to make sure it supports our sustainability goals.
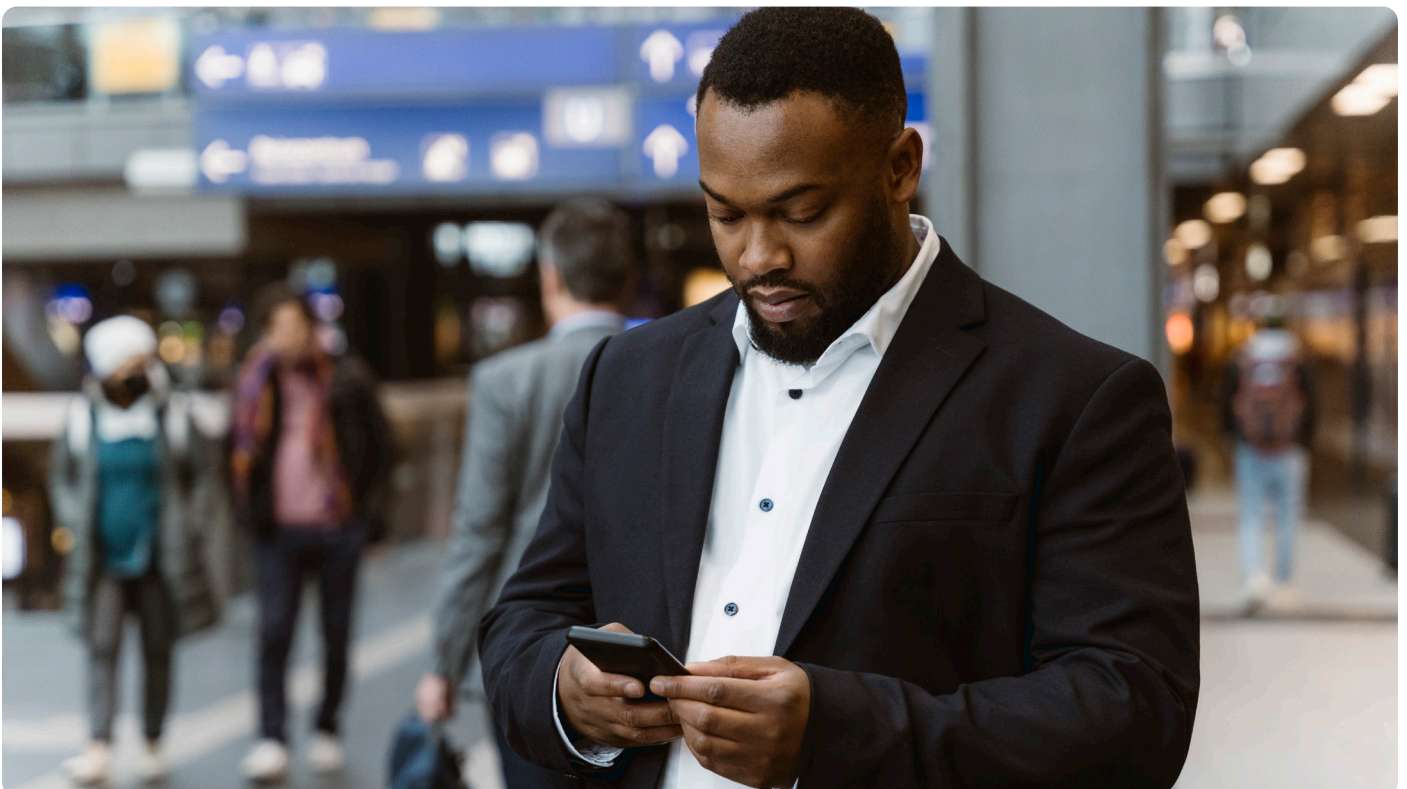
SITA's governance model

Running a responsible business means you must have good governance in place. To make sure our Governance Model and Risk Assessment activities meet legal and regulatory standards, we've put our own policies and standards in place. We take care to guide our employees and the suppliers carrying out our business. This is underpinned by employee training and internal campaigns on environmental sustainability, cyber security, data privacy, anti-bribery, corruption, gifts, hospitality and entertainment, trade, competition, modern slavery, and other topics.

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

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

Below, you'll find more details on how our organization is set up and structured in relation to financial and other annual reporting requirements.

SITA Board: Makes sure the company runs effectively overall, including having an oversight of major economic, environmental, and social risks.

SITA Council: Represents our members' interests. It contributes and advises on our portfolio of products and solutions for the benefit of the air transport community.

Audit and Risk Management Committee (ARMCom): Advises the Board on financial policy and financial reporting processes. It also advises on our internal control and risk management system, and reviews all risks recorded in the enterprise risk register. This can include anything related to economic, environmental, and social impacts.

Cyber and Privacy Committee (CPC): Supervises our cyber security and data privacy activities.

Remuneration Committee: Advises the Board on matters relating to our company-wide remuneration policies, particularly relating to our executives.

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

Council Selection Committee: Gives recommendations to the Council on the proposed appointment of the Council President and Deputy President, for approval by the Council.

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

Executive Team (ET): Responsible for corporate strategy, policies, and organizational structure, including areas related to economic, environmental, and social impacts.

CSR and Sustainability Team: Defines strategy, approach and handles day-to-day management of programs.

- **General Assembly of Shareholders**
  - **SITA Board**
    - Remuneration Committee
    - Nomination Committee
    - Audit and Risk Management Committee (ARMcom)
    - Cyber and Privacy Committee (CPC)
  - **SITA Council**
    - Membership Committee
    - Nomination Committee
- Executive Team (ET)
- CSR and Sustainability Team
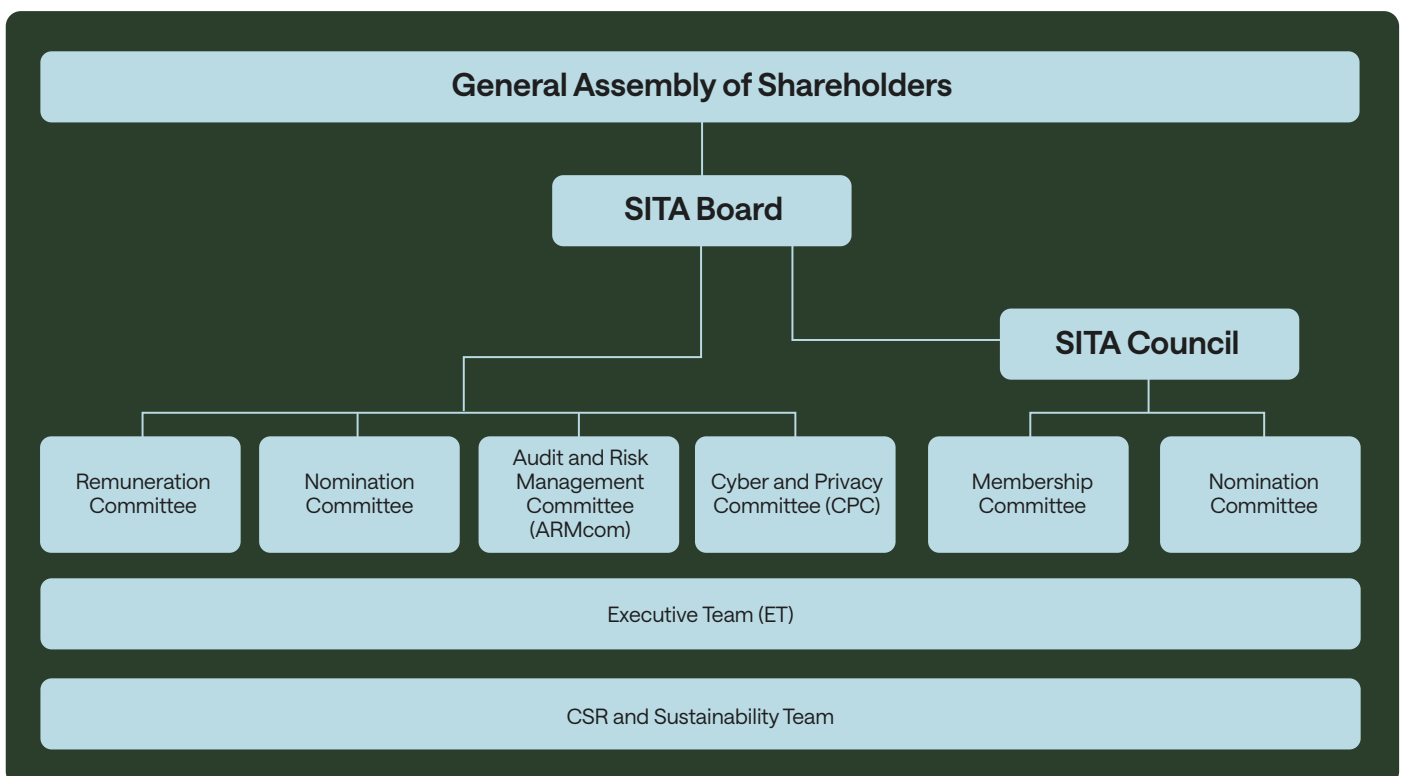
Risk management

Managing risks is part of what we do every day. For identifying and handling risks the SITA Group follows internal guidelines and best practices, taking actions and procedures that deal with one or more risk areas. Some examples are; entity level controls like internal policies and procedures, as well as our organizational governance and monitoring structures. These help make sure we've got the right people making decisions, that responsibilities are separated appropriately, and that there are clear guidelines and systems for reporting.

Our Enterprise Risk Management (ERM) framework is set up to keep track of, assess, document, and monitor corporate risks. These include, but are not limited to, things like economic risks, compliance and corruption risks, cyber security risks, business continuity risks, and even environmental and social topics. Our ERM framework looks at risks and how serious they are, to come up with detailed plans to deal with them. These plans are independently reviewed every quarter by SITA Internal Audit, who also conduct in-depth tests on selected risks each year.

This key management tool informs our business decisions and is one of the critical inputs for the design of our Internal Audit program. Our ERM framework is fully integrated into our governance. It's updated and discussed every quarter at the SITA Group management level. This includes the Audit and Risk Management Committee. They're constantly evaluating how our risk landscape is shifting. They also make sure our internal controls are doing their job effectively.

Since 2022, our framework has been used for gathering, tracking, and periodically monitoring a set of both leading and lagging Key Risk Indicators (KRIs) / Key Performance Indicators (KPIs). We also keep risk registers to document these findings, giving us concrete data that guides our analysis of risk trends. This information is then used to inform our reports to management and the Audit Risk Committee.

The following key roles and responsibilities are relevant to our overall Enterprise Risk Management Process:

Role	Responsibilities and tasks
Risk Owner	● Usually an Executive Team member ● Accountable for the assesment of the risk, also considering internal and external factors ● Accountable for the treatment of the risk, including risk response planning ● Provides input to Risk Management
Risk Management	● Conduct quartly Risk Register Update with Risk Owners ● Monitor and control implementation of risk response strategy ● Maintain our Enterprise Risk Register keeping it accurate and up-to-date ● Responsible for the Risk Management methodology and process and for the maintanace of the tools used for the risk management activity
Executive Team	● Risk Register Review and reassessment, also considering the relation of risks to each other ● Endorse Risk Categorization and Targeted Residual Risk ● Identification and endorsement of new risks and correspoding description
Audit and Risk Management Committee	● Exercise oversight over the company's risk management activities

Monitoring new ESG legislation

The European Corporate Sustainability Reporting Directive (CSRD) will require us to start reporting on our sustainability efforts in 2026, relative to data from FY2025. This new legislation is something our CSR and Sustainability team and Finance team are keeping a close eye on, making sure we're well-prepared and compliant. We'll be required to include sustainability related disclosures on topics like climate change, governance and social topics. We'll also have to give external assurance on our reporting.

In 2023 we continued monitoring all ESG-related legislation. We also made sure to stay up to date on how these standards for reporting and tracking were being developed and unified on a global scale.

Next steps in 2024

We're setting up an internal ESG committee to specifically oversee our ESG strategy. The committee will be responsible for approving related targets and KPIs, and monitoring progress.

In 2024, we'll keep working on collecting data to progressively improve our disclosures according to the GRI framework. We'll also be preparing for the CSRD and other ESG relevant frameworks for 2025.

Governance

	SITA Board	SITA Council	SITA Leadership Team
Average tenure in years*	2.9	2.7	-
Men	9	15	13
Women	3	3	1
Total	12	18	14

*As of 31 December 2023

Ethics

Target:	Performance:
Compliance with applicable legislation, including anti-corruption, counter fraud, sanctions, and export controls	Achieved

We're committed to maintaining the highest ethical standards and always acting with integrity. We have zero tolerance for unethical behavior, including bribery and fraud.

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

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

We also have a comprehensive set of policies and controls to prevent bribery and fraud. They apply globally to all our owned and controlled subsidiaries. They're underpinned by a strong management tone, with several governing boards responsible for decisions related to higher risk transactions.

Our Code of Conduct, together with several ethical policies, guides our efforts in areas of anti-corruption, gifts and hospitality, conflicts of interest, sanctions compliance, and other related issues.

All our employees take mandatory online sanctions, ethics, and compliance courses on an annual basis. We review and update these courses periodically to make them relevant and engaging for our staff, That way we make sure the content is meaningful and understood. We're constantly reevaluating how we can keep our employees engaged and alert to the risks. What's more, we do regular face-to-face sessions for employees and contractors in roles with a higher exposure to ethical risks.

We operate a 'Speak Up' hotline called RADAR. This is a secure and confidential channel provided by a third party on our behalf. It's accessible to all our employees and third parties to raise ethical concerns. **For more information visit Ethics at SITA.**

Responsible procurement and supply chain

KPIs	2019	2020	2021	2022	2023
No. of key suppliers accounted for 90% of SITA spend	583 **(95% of spend)**	426	456	472	422

Imagine a global marketplace, where connections span continents like a web of interwoven threads. That's our world, where partnerships and suppliers reach far and wide. It's typical in the IT sector, especially for companies like ours, working on a global scale. But we're not just shaking hands with anyone. We're deliberate about who we choose to work with. This is about integrity. Let's explore why our choice of suppliers isn't just about economics, but about ethics as well.

To really be responsible in sourcing means we need to scrutinize suppliers at a granular level before we allow them into our supply chain. We've got to understand how their operations affect people and the environment. We're working on tightening the CSR/ESG questions in our supplier due diligence and RFPs and bringing these topics more to life in our regular dialogue with key suppliers. This will give us more detailed info and make it easier to find suppliers and partners who share our values.

Some key areas we assess are labor standards, health and safety, and sustainability. We also want to get a clearer picture of the related social and environmental risks.

We're doing a Global Procurement Transformation to elevate our capabilities along the maturity curve. As part of this, we're looking into new digital procurement and supplier management tools and taking a more comprehensive approach to sourcing. This means considering broader ESG and CSR (Corporate Social Responsibility) topics and using a wider range of data sources to make smarter and more holistic procurement decisions.

We've also begun exploring ways to make it easier for small and diverse firms in the UK to access our RFPs and sourcing requirements, through an online platform. And we're piloting a new supplier tiering tool we've built which includes elements of CSR and Carbon Net Zero in the question set.

In our supply chain, we actively take steps in responsible sourcing to minimize risks and handle them effectively. In fact, our supply chain plays a crucial role in what we can accomplish together to fight climate change, build a fairer society, and drive economic growth. We know the actions of our suppliers and partners can directly impact our reputation. Negatively and positively.

That's why we work with suppliers who do business the right way, just like us. This means acting responsibly, ethically, and sustainably. It also means following the laws, sticking to our codes of conduct, and keeping up with industry practices.

Our commitment and approach

We're committed to cutting down on labor and environmental risks in our supply chain. We also guide our suppliers and employees on our responsible sourcing strategy through a range of mechanisms.

We've got solid policies and processes in place for evaluating and selecting suppliers. It's all about making sure they're on board with our environmental and social goals while also meeting compliance standards. We lay out these standards in our 'Third Party Code of Conduct' for supplier management when they provide us with goods and services. These guidelines are backed up by contracts as well as our RFPs.

Once suppliers come on board, we keep a close eye on how they're doing through ongoing performance monitoring. We also have systems in place to regularly re-evaluate our supply base and practices.

Forced labor or modern slavery

We've assessed the likelihood of forced labor or modern slavery in our supply chains as low risk for our operations. Nevertheless, as a tech provider that buys and disposes of IT assets, we keep a close watch on labor and environmental risks around the manufacture and disposal of IT assets in our supply chain. We also make sure to have strategies in place so we can mitigate any risks.

Our Audit and Risk Committee handles supplier-related modern slavery risks. We keep track of the risks with our Enterprise Risk Register. We also evaluate the performance and assess the risks of modern slavery or human trafficking in our key suppliers.

We make sure all our employees have access to our internal ethics-related reporting mechanism, 'RADAR'. It allows them to confidentially report any ethical or compliance issues with suppliers or business partners.

All of this is to say confidently that in 2023, the risk of modern slavery in our supply chain was low.

Find out more about RADAR in our 'Ethics' section.

Our employees do compulsory annual training on Modern Slavery for all procurement. This makes sure our employees in the United Kingdom, for example, can comply with the UK Government's Modern Slavery Act.

When we bring on new suppliers, we use a third-party system to check if they're on any 'restricted parties' lists. These lists include individuals or entities who've been blacklisted for trading with embargoed countries or designated as Specially Designated Nationals (SDN) by the Office of Foreign Assets Control's.

Mitigating enviromental risks

To tackle environmental risks in our supply chain, we insist on our suppliers following our Third-Party Code of Conduct. This includes complying with all relevant environmental laws, regulations, and industry best practices, including:

● Chemical waste management and disposal

● Recycling

● Industrial wastewater treatment

● Air emissions

We partner with specialists to responsibly dispose of assets, making sure we follow both global and local environmental regulations. For example, in Europe, we stick to regulations like the Waste Electric and Electronic Equipment (WEEE) Directive.

Some of our product design and specifications can have specifications stricter than regulatory requirements. Meeting these extra standards is crucial for us when it comes to our suppliers. When we're considering new suppliers, we carefully check them out. We make sure they meet our sustainability criteria, which we include in our standard request for proposal (RFP) documents. It's part of how we decide who to go with.

Being resourceful

One of our overriding missions is to do more with less. We promote using refurbished equipment from reputable global IT brands. It's one way we support a more circular economy.

Serving local communities

In a similar vein, whenever we can, we involve local suppliers in the counties where we deliver. This is how we contribute directly to their economic growth – by creating job opportunities for local people.

In South Africa, for example, we have a dedicated program supporting small, medium, and micro enterprises. In fact, 80% of our services in South Africa are locally sourced. You can find more information on these activities, in our Community Engagement section.

Supporting 'Make in India'

Back in 2020, the Airport Authority of India put out an RFP for airport technology to serve a large number of airports across India. This included hardware like self-check-in passenger kiosks.

One of the main requirements of the RFP was 'Make in India' – a government initiative encouraging the development, manufacture, and assembly of products in India. It promotes local entrepreneurship and strengthens the manufacturing sector.

We responded to the RFP, and we did our own search for a local supplier to produce our kiosks. It was about supporting 'Make in India' and cutting down shipping costs and emissions for our customers. It's one of the main reasons we won the RFP.

In May 2022, we signed a framework agreement with a local Indian manufacturer to produce the 450 kiosks we needed.

Our continuous improvement culture

We make a point of constantly re-evaluating what our business practices are and who we do business with. We care about ESG (Environmental, Social and Governance) rankings because we're committed to making sure our supply chain runs responsibly.

Assessing supplier risk and resiliency to the emerging energy crisis

With the energy crisis continuing in Europe, any risk of power loss would profoundly impact airport operations, which are more digital than ever. The knock-on effects would be flight delays and cancellations. In response, we thoroughly assessed our suppliers to pinpoint any risk exposure for our biggest airport customers in Europe and put mitigation plans in place.

OTHER
INFORMATION

About this report

Not just a report.
It's our sustainability manifesto

Sustainability and ESG (Environmental, Social and Governance) goals are serious considerations for the entire air transport industry. This is a massive global ecosystem. It consists of individuals and organizations that span IT and communications groups like ours, as well as airports, airlines and a range of skilled service providers or ground handlers.

Given the industry's focus on sustainability and our pivotal role in hitting its goal of net-zero carbon dioxide emissions by 2050, we make sure sustainability is top of mind in everything we do.

These are not just words. They can't be.

So, in this report we give an overview of our ESG and sustainability targets and achievements. We also look at the sticking points in our industry. We do this by assessing the impact we make within our own organization, as well as those of our clients and partners. The Stakeholder Engagement and Material section gives more information about these partnerships and the channels we have in place to drive sustainability.

When you read this report, remember that the information and data relate to a set moment in time. Specifically, the period from 1 January to 31 December 2023. The insights also span our entire business operation, which means the SITA Group including its 100% owned subsidiaries. Our Aviareto joint venture with the Irish government and the SITA Airport IT GmbH with Düsseldorf Airport in Germany aren't covered in this report, since they're not 100% owned by SITA.

What we do cover in this report are all the countries where we work and have permanent employees. We've drawn data and information from business departments around the world and from our own internal systems. We use external data and reviews to gather a wide range of information about emissions, making sure we have access to a wealth of knowledge. We gather data on carbon emissions, energy use, water consumption, and recycling.

On the social side of ESG, we make sure to track our corporate giving. In the fiscal year 2023-2024, we funded thirteen entities. We're happy to support good social causes like Give Me Trees, The Earth Saviours Foundation, and the Blue Cross of India. We also supported education and digital literacy through initiatives like Khushii – empowering girls from underserved and marginalized communities in rural and urban areas. And installed smart classes and solar lighting in rural villages with the Rotary Club of India.

For our people, we take careful note of important staff data, especially when it comes to anything that could impact retention and diversity. We also work hard to create a respectful corporate culture and make sure our employees have a good work-life balance.

Our guiding lights

Since 2011, we've been formally reporting our ESG using the Global Reporting Initiative (GRI) disclosures framework. The GRI reporting framework allows us to gauge our ESG performance.

And finally, we're proud members of the United Nations Global Compact (UNGC). What does this mean? Since we subscribe to the UNGC's 10 principles we also walk the talk when it comes to treating our employees fairly and with respect, how we manage our supply chains, how we actively limit our negative environmental impacts, and how we promote high standards of doing business. To make sure we're fulfilling our pledge, we actively map our progress around these 10 principles and communicate our progress. As well as our efforts in meeting the United Nations Sustainable Development Goals.

Each Sustainability Report we share with the public also serves as an internal measure of our progress. It's a chance to reaffirm our sustainability goals and commitment to making a positive change.

Significant changes

There were no significant changes during the reporting period.

Full materiality matrix

Importance to stakeholders

High

2.5

5

Climate change

Cyber security

Energy management

Privacy

Ethics

Ethical use of data & technology

Employee health, safety & well-being

Talent management

Medium

Operational excellence

Diversity, equity & inclusion

Customer health & safety

Resource management & circularity

ESG compliance, transparency & governance

Business resilience

2.5

pollution

ESG-based investments

Responsible procurement & supply chain

Responsible marketing & communication

Community engagement

Wildlife trafficking

Low

Impact on business

Low

Medium

High

● Environmental   ● Social   ● Governance

People metrics

SITA Workforce	2019	2020	2021	2022	2023
Total	5,480	4,514	4,514	5,069	5,456
Permanent employees	4,913	4,417	4,224	4,202	4,345
Fixed-term contractors	39	31	25	30	120
Students (on placement)	79	55	76	120	134
Contingent workers	449	154	189	273	322
CHAMP permanent employees	-	-	-	413	494
CHAMP fixed-term contractors	-	-	-	31	41

CHAMP became a 100% subsidiary in 2022. We define contingent workers as including freelancers, consultants, independent contractors, and other non-permanent workers on a profect-specific basis. Data in the detailing tables exclude CHAMP permanent employees and fixed-term contractors.

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

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

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

% of SITA permanent and fixed-term workers at SITA offices and at airport locations	2019	2020	2021	2022	2023
Location type					
Airport	21.85%	23.4%	23.4%	23.79%	23.3%
Town	78.15%	76.6%	76.6%	76.21%	-
Home	-	-	-	-	2.0%
Office	-	-	-	-	74.7%

Gender	2019	2020	2021	2022	2023
% Permanent & fixed-term contractors					
Women	21.3%	21.8%	22.1%	22.4%	22.7%
Men	78.7%	78.2%	77.9%	78.2%	77.3%
% Students					
Women	43.3%	55.3%	49.1%	46.8%	42.5%
Men	56.7%	44.7%	50.9%	53.2%	57.5%

Generation	2019	2020	2021	2022	2023
% Permanent & fixed-term contractors					
Under 30	9.0%	7.6%	7.4%	7.8%	9.5%
30-49	62.9%	63.4%	62.4%	61.2%	60.9%
50+	28.00%	29.0%	30.3%	31.0%	29.7%

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

Employee levels	2019	2020	2021	2022	2023
% Permanent & fixed-term contractors by level					
Associate	20.5%	20.9%	20.8%	19.3%	18.9%
Professional	36.6%	35.9%	35.0%	35.2%	35.0%
Management	37.0%	36.9%	38.1%	39.3%	40.4%
Leaderhip	6.0%	6.3%	6.2%	6.2%	5.8%
% Gender representation by employee levels (junior to senior)					
Associate - Women	23.4%	11.4%	12.8%	11.6%	10.6%
Associate - Men	76.6%	88.6%	87.2%	88.4%	89.4%
Professional - Women	29.3%	28.7%	28.1%	29.9%	30.0%
Professional - Men	70.1%	71.9%	71.3%	70.7%	70.0%
Management - Women	24.0%	21.4%	21.3%	21.5%	22.4%
Management - Men	75.7%	78.6%	78.7%	78.5%	77.6%
Management - Undisclosed	0.3%	-	-	-	-
Leadership - Women	21.5%	22.2%	21.2%	21.3%	21.4%
Leadership - Men	78.5%	77.8%	78.8%	78.7%	78.6%

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

Employee levels	2019	2020	2021	2022	2023
% Permanent & fixed-term contractors by level					
Associate - under 30	57.0%	20.2%	19.5%	19.6%	22.9%
Associate - 30 - 49	37.6%	65.1%	65.5%	64.8%	62.0%
Associate - 50+	5.4%	14.8%	15.1%	15.7%	15.1%
Professional - under 30	23.7%	8.6%	8.8%	10.8%	13.8%
Professional - 30 - 49	70.1%	69.8%	68.4%	66.5%	65.3%
Professional - 50+	6.2%	21.5%	22.8%	22.8%	20.9%
Management - under 30	2.5%	0.7%	0.7%	0.6%	0.8%
Management - 30 - 49	79.7%	60.0%	59.1%	58.6%	60.1%
Management - 50+	17.8%	39.4%	40.3%	40.7%	39.1%
Leadership - under 30	-	-	-	-	-
Leadership - 30 - 49	58.9%	41.9%	38.3%	35.7%	35.8%
Leadership - 50+	41.1%	58.1%	61.7%	64.2%	64.2%
Permanent & fixed-term contractors					

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

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Turnover	2019	2020	2021	2022	2023
Voluntary turnover rate %	6.1%	8.4%	9.0%	9.0%	6.3%
Voluntary and involuntary turnover %	11.2%	17.5%	14.5%	14.8%	11.8%
Turnover number total	554	848	624	622	537
Turnover number by age					
Under 30	62	77	52	60	59
30 - 49	318	461	381	388	307
50+	174	310	191	310	163
Turnover rate by age					
Under 30	11.2%	9.1%	8.3%	9.6%	10.9%
30 - 49	57.4%	54.4%	61.1%	62.4%	57.2%
50+	31.4%	36.6%	30.6%	20.%	31.9%
Turnover number by gender					
Men	382	641	471	449	376
Women	172	206	153	173	145
Undisclosed	-	1	-	-	16

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

Turnover	2019	2020	2021	2022	2023
Turnover rate by gender					
Men	69.0%	75.6%	75.5%	72.2%	70.1%
Women	31.0%	24.3%	24.5%	27.8%	26.8%
Undisclosed	-	0.1%	-	-	3.1%
Turnover number by region					
AME	155	311	218	199	117
APA	68	109	153	153	124
EUR	239	250	205	227	236
MEA	92	178	48	43	60
Turnover rate by region					
AME	28.0%	36.7%	34.9%	32.0%	21.8%
APA	12.3%	12.9%	24.5%	24.4%	23.1%
EUR	43.1%	29.5%	32.9%	36.5%	43.9%
MEA	16.6%	21.0%	7.7%	6.9%	11.2%

Turnover pertaining to permanent employees only, calculated by number of leavers divided by avaerage headcount.
APA and MEA geographies re-defined in 2021

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

Gender

Type of Leaver	Men	Unspecified	Women	Totals
Involuntary Termination	31.8%	0.2%	13.0%	45%
Resignation	38.3%	2.9%	13.8%	55%
Totals	70.1%	3.1%	26.8%	515

Location

Type of Leaver	AME	APA	EUR	MEA	Totals
Involuntary Termination	62 (12%)	32 (6.2%)	110 (21.4%)	28 (5.4%)	232 (45%)
Resignation	50 (9.7%)	88 (17.1%)	118 (22.9%)	27 (5.2%)	283 (55%)
Totals	112 (21.7%)	120 (23.3%)	228 (44.3%)	55 (10.7%)	515

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

New hires	2019	2020	2021	2022	2023
Number of new permanent employee & fixed-term contract hires by age					
Total	689	244	408	577	732
Under 30	179	59	104	131	179
30 - 49	444	151	255	375	490
50+	66	34	49	71	62
% of new permanent employee & fixed-term contract hires by age					
Under 30	26.0%	24.2%	25.5%	12.3%	24.4%
30 - 49	64.4%	61.9%	62.5%	65.0%	66.9%
50+	9.6%	13.9%	12.0%	12.3%	8.7%
Number of new permanent employee & fixed-term contract hires by gender					
Total	689	244	408	577	732
Men	503	163	292	412	535
Women	186	81	116	165	197
% of new permanent employee & fixed-term contract hires by gender					
Total	73.0%	32.2%	28.4%	28.6%	26.9%
Men	27.0%	66.8%	71.6%	71.4%	73.1%

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

New hires	2019	2020	2021	2022	2023
Number of graduate & undergraduate hires	30	7	25	30	134

Turnover pertaining to permanent employees only, calculated by number of leavers divided by average headcount.
APA and MEA geograohies re-defined in 2021

Number of new permanent employee & fixed-term contract hires by region					
AME	141	50	77	128	131
APA	100	31	102	168	209
EUR	225	127	199	240	329
MEA	223	36	30	41	63

APA and MEA geographies re-defined in 2021

% of new permanent employees & fixed-term contract hires by region					
AME	20.5%	20.5%	18.9%	22.2%	17.9%
APA	14.5%	12.7%	25.0%	29.1%	28.6%
EUR	32.7%	52.0%	48.8%	41.6%	44.9%
MEA	32.4%	15.0%	7.4%	7.1%	8.6%

APA and MEA geographies re-defined in 2021

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

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Share of overall remuneration covering permanent & fixed-term employees by gender	2019	2020	2021	2022	2023
Women	22.5%	22.9%	22.6%	22.8%	23.4%
Men	77.5%	77.1%	77.4%	77.2%	76.6%

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

Learning	2019	2020	2021	2022	2023
Permanent & fixed-term contractors					
Average learning hours	41.6	33.3	34.6	25.3	18.7
Average learning hours by gender					
Men	46.4	40.2	38.9	29.6	20.6
Women	47.1	36.3	35.1	26.2	17.4
Average learning hours by employee level					
Associate	44.4	44.7	40.8	41.3	34.1
Professional	40.3	35.2	33.6	25.3	24.9
Management	42.9	30.6	32.6	24	16.4
Leadership	46.2	28.8	25.5	18	14.1

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

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SITA Governance	2019	2020	2021	2022	2023
Board Representation					
Total	12	12	12	12	12
Women	4	4	2	3	3
%	33.3%	33.3%	16.7%	25.0%	25.0%
Men	8	8	10	9	9
%	66.7%	67.7%	83.3%	75.0%	75.0%

SITA Board, Council & Executive Team by tenure	SITA Board	SITA Council	Executive Team
Average Tenure in Years	2.9	2.7	-
Men	9	15	13
Women	3	3	1
Total	12	18	14

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

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

GRI index

Statement of use	SITA Group has reported the information in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

Disclosure	Location	Page
General Disclosures		
	See SITA 2023 Sustainability Report, About this report - QR code to Activity report 2023	p. 75
2-2 Entities included in the organization's sustainability reporting	See SITA 2023 Sustainability Report, About this report	p.75
2-3 Reporting period, frequency and contact point	Our SITA 2023 Sustainability Report relates to our activities performed between 1 January 2023 and 31 December 2023. It is published annually like the SITA Group Consolidated Financial Statements and Activity Report 2023 which include financial reporting. The SITA 2023 Sustainability Report was published on 14 June 2023. Questions can be addressed to csr@sita.aero	
2-4 Restatements of information	No restatements of information made from previous reporting periods occured.	
2-5 External assurance	SITA's greenhouse gas emissions scope 1-3 calculation have been externally assured (limited assurance) both for 2019 and 2023 by our financial auditor PricewaterhouseCoopers. See SITA 2023 Sustainability Report, Auditor's assurance on SITA's greenhouse gas emissions.	p.31
2-6 Activities, value chain and other	See SITA 2023 Sustainability Report, About SITA	p.6-7
2-7 Employees	See SITA 2023 Sustainability report, People metrics	p.77-87
2-8 Workers who are not employees	See SITA 2023 Sustainability report, People metrics	p.77-87
2-9 Governance structure and composition	See SITA 2023 Sustainability Report, ESG compliance, transparency, and governance The Board (the highest governing body) and the General Assembly make/approve the decisions. The CEO or other members of the executive management team implement decisions approved at the Board or by the General Assembly.	p.66-67
2-10 Nomination and selection of the highest governance body	See SITA 2023 Sustainability Report, ESG compliance, transparency, and governance The Board (the highest governing body) and the General Assembly make/approve the decisions. The CEO or other members of the executive management team implement decisions approved at the Board or by the General Assembly.	p.66-67
2-11 Chair of the highest governance body	The chair of the Board is not an executive officer in the organization	p.66-67
2-12 Role of the highest governance body in	See SITA 2023 Sustainability Report, ESG compliance, transparency, and governance The board has oversight of ESG topics, though the executive management team is responsible for identifying, managing, and implementing ESG topics. Various stakeholders such as employees, customers, and the Board - are consulted.	p.66-67
2-14 Role of the highest governance body in sustainability reporting	Information unavailable.	
2-15 Conflicts of interest	A conflict of interest register for Board Directors is maintained and shared with the Directors. The SITA Board regulations govern how conflicts of interest are handled at the individual level at SITA Board meetings.	

2-16 Communication of critical concerns	Critical concerns are communicated to the SITA Board or to one of the Board's committees by the CEO or by the Head of Internal Audit. The Board meets regularly, at minimum once per quarter or on an ad hoc basis as needed.	
2-17 Collective knowledge of the highest governance body	No information available on training performed at SITA Board level on ESG related topics for 2023. Plans are in place for 2024.	
2-18 Evaluation of the performance of the highest governance body	Annual self assessment by the SITA Board and committees and annual peer review by the Board. Actions are taken within a year of the self assessment.	
2-19 Remuneration policies	The SITA Board of Directors must choose to be remunerated or not. The remuneration policy includes a fixed annual fee for holding the director mandate, and a variable fee for committee participation. SITA Executive Leadership Team remuneration comprises a pay salary, a variable pay based on yearly objectives and a long-term incentive plan.	
2-20 Process to determine remuneration	See SITA 2023 Sustainability Report, ESG compliance, transparency, and governance Board Director remuneration approved by General Assembly. The Remuneration Committee of the Board engage external consultants to benchmark remuneration policies and packages.	p.66-67
2-21 Annual total compensation ratio	Information unavailable.	
2-22 Statement on sustainable development	See SITA 2023 Sustainability Report, CEO Statement	p.4
2-23 Policy commitments	See SITA 2023 Sustainability Report, Ethics	p.70
2-24 Embedding policy commitments	See SITA 2023 Sustainability Report, Ethics	p.70
2-25 Processes to remediate negative impacts	See SITA 2023 Sustainability Report, Stakeholder engagement and materiality See SITA 2023 Sustainability Report, ESG compliance, transparency, and governance	p.18-24 p.66-67
2-26 Mechanisms for seeking advice and	See SITA 2023 Sustainability Report, Ethics	p.70
2-27 Compliance with laws and regulations	SITA commits to a high level of compliance and we will continue to act with high compliance and ethical standards. For confidentiality reasons, we cannot report on instances of compliance or non-compliance with laws and regulations.	
2-28 Membership associations	We have working relationships with many air transport industry associations, international organizations, standard-setting bodies and institutions including International Air Transport Association (IATA), Airports Council International (ACI), International Civil Aviation Organization (ICAO), Air Transport Action Group (ATAG), Federal Aviation Administration (FAA), and Civil Air Navigation Services Organisation (CANSO). We are members of ACI Europe, World Travel and Tourism Council (WTTC) and ATAG. SITA is also a UN Global Compact member.	
2-29 Approach to stakeholder engagement	See SITA 2023 Sustainability Report, Stakeholder engagement and materiality.	p.18-24
2-30 Collective bargaining agreements	N/A	

Material Topics			
GRI 3: Material Topics	**3-1 Process to determine material topics**	See SITA 2023 Sustainability Report, Stakeholder engagement and materiality	p.18-24
	3-2 List of material topics	See SITA 2023 Sustainability Report, Stakeholder engagement and materiality	p.18-24

Energy			
GRI 3: Material Topics	**3-3 Management of material topics**	See SITA 2023 Sustainability Report, Stakeholder engagement and materiality	p.41-43

GRI 302: Energy 2016	**302-1 Energy consumption within the organization**	a. Consumption of fuel from SITA-owned generators. Non-renewable:Information unavailable.
		b. Consumption of fuel from SITA-owned generators. Renewable: 0 liter.
		c.
		  i) Electricity consumed (from primary data and estimations for our offices only) - 8,101,854 kWh .
		  ii.a) Natural gas consumed for heating (from primary data and estimations for our offices only) - 3,946,543 kWh.
		  ii.b) District heating (from primary data and estimations for our offices only) - 828,472 kWh.
		  iii) Cooling consumption: information unavailable.
		  iv) Steam consumption: information unavailable.
		d. SITA does not sell energy.
		e. SITA total energy consumption for electricity and heating in its offices - 12,048,397 kWh.
		f. We used primary data (real consumption) for sites where information is available, and combined with assumptions per FTE (for electricity) or square meters (for heating).
		g. We use numerous emission factors database including the International Energy Agency (IEA) for electricity and Base Carbone from ADEME.	

	302-2 Energy consumption outside of the organization	Use of sold products: SITA for Airports: 36,780,314.4 MJ SITA Passenger processing: 237,741,206.4 MJ SITA Communication and Data exchange: 29,200,802.4 MJ SITA Border Management : 26,610,710.4 MJ. SITA Platform: 295,419.6 MJ SITA Baggage management: 74,307,981.6 MJ For other carbon footprint scope 3 categories see SITA 2023 Sustainability Report, Climate change	p.33
	302-3 Energy intensity	Information unavailable.	
	302-4 Reduction of energy consumption	Information unavailable. For decrease in our carbon footprint please see SITA 2023 Sustainability Report, Climate change	p.32
	302-5 Reductions in energy requirements of products and services	Information unavailable.	

Emissions

GRI 3: Material Topics	**3-3 Management of material topics**	See SITA 2023 Sustainability Report, Climate change	p.26-39
GRI 305: Emissions 2016	**305-1 Direct (Scope 1) GHG emissions**	a. Our s direct (Scope 1) GHG emissions were accounted for 1,532 t CO_2.b. How we measure our carbon footprint, Climate changec. SITA did not use biomass energy sources directly.d. SITA baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA Scope 1 emissions in 2019 were 1,191 tCO_2e. SITA re-did its 2019 calculations in 2023 to include all emissions sources in order to submit its SBTi targets.e. Common emissions and conversion factors such as IEA &ADEME have been used to translate input into CO_2e.f. SITA approach to compute its emissions was based on equity control, About this reportg. SITA's 2019 and 2023 GHG footprint assessment was performed by EcoAct, an independent and external emission assessor, following the GHG protocol and complying with the SBTi Net-Zero framework. When available actual data have been used as input, else, assumptions were based on discussion with SITA business units or benchmarks with the industry.	
	305-2 Energy indirect (Scope 2) GHG emissions	SITA has the following information related to its greenhouse gas emissions in 2023: a. Scope 2 2023 emissions were 1,086 tCO_2e (market-based) and 3 617 tCO_2e (location-based). b. All gases included in the Greenhouse Gas Protocol are accounted for in our calculations (See SITA 2023 Sustainability Report, Climate change). c. The emissions breakdown per specific greenhouse gas is not available. Nevertheless, all calculations are done in CO_2e. d. SITA baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA 2019 emissions were 8,930 tCO_2e (location based) and 8,261 tCO_2e (market based). SITA re-did its 2019 calculations in 2023 to include all emissions sources in order to submit its SBTi targets. e. Common emissions and conversion factors such as IEA & ADEME have been used to translate input into CO_2e. f. SITA approach to compute its emissions was based on equity control. g. SITA's 2019 and 2023 GHG footprint assessment was performed by EcoAct, an independent and external emission assessor, following the GHG protocol and complying with the SBTi Net-Zero framework. When available actual data have been used as input, else, assumptions were based on discussion with SITA business units or benchmarks with the industry.	
	305-3 Other indirect (Scope 3) GHG emissions	SITA has the following information related to its greenhouse gas emissions in 2023: a. Scope 3 2023 emissions were 242,227 tCO_2e (location-based) and 242,403 tCO_2e (market-based). b. The emissions breakdown per specific greenhouse gas is not available. Nevertheless, all calculations are done in CO_2e. c. The biogenic emissions in CO_2e for 2023 is not available. d. All scope 3 emissions sources categories have been computed as per the Greenhouse Gas Protocol. e. SITA baseline year for its emissions in 2019, before COVID-19, as SITA activities in the following years were severely impacted by the pandemic. SITA 2019 emissions were 161,481 tCO_2e (location based) and 161,385 tCO_2e (market based). SITA re-did its 2019 calculations in 2023 to include all emissions sources in order to submit its SBTi targets. f. Common emissions and conversion factors such as DEFRA, IEA, ADEME, CEDA have been used to translate input into CO_2e. IEA emission factors 2022 were used as the valid version available at the time of calculation. g. Employee commuting category calculation was based on Employee commuting survey 2022 results and the impact of homeworking policy between 2022 and 2023 has been taken into account. h. SITA's 2019 and 2023 GHG footprint assessment was performed by EcoAct, an independent and external emission assessor, following the GHG protocol and complying with the SBTi Net-Zero framework. When available actual data have been used as input, else, assumptions were based on discussion with SITA business units or benchmarks with the industry.	
	305-4 GHG emissions intensity	SITA intensity ratios related to its 2023 emissions are: a. Based on tCO_2e/FTE: 51.8 (location-based), and 51.3 (market-based); based on tCO_2e/mUSD: 166.34 (location-based), and 164.75 (market-based). b. SITA uses Full Time Employee (FTE) as denominator for its tCO_2e/FTE ratio, and includes permanent, fixed term, contractors, contingent workers, students and our subsidiaries. For its tCO_2e/mUSD, SITA uses its total revenue for SITA Group in millions of United States Dollars. c. All scopes following the Greenhouse Gas Protocol are included in our intensity ratios. d. All emission sources following the Greenhouse Gas Protocol were accounted and converted in CO_2e for our calculations.	
	305-5 Reduction of GHG emissions	See SITA 2023 Sustainability Report, Environmental, Climate change	p.33
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable to SITA.	

	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable. SITA computes its GHG emissions in CO_2e, including all GHGs mentioned by the Greenhouse Gas Protocol.	
Employment			
GRI 3: Material Topics	**3-3 Management of material topics**	See SITA 2023 Sustainability Report, Social	p.45-64
GRI 401: Employment 2016	**401-1 New employee hires and employee turnover**	See SITA 2023 Sustainability report, People metrics	p.77-87
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SITA provides the same benefits to part-time and full-time employees across all its operations in more than 120 countries. SITA monitors and offers different benefits depending on country best practice.	
	401-3 Parental leave	Information unavailable. We do not track data on parental leave globally. However, employee entitlement to parental leave meets or exceeds statutory requirements in all countries where we employ people.	
Occupational health and safety			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	See SITA 2023 Sustainability Report, Employee Health, Safety, and Well-being, which predominantly focuses on health, including mental health, and well-being. This is because the risks of work-related accidents, injuries, or ailments are typically low for SITA employees because of predominantly office and home-office settings. SITA has a robust Health, Safety and Security (HSS) Program, easily accessible for all SITA full-time employees and contract workers on SITA's intranet. The HSG65 Safety Model Program is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified. Most of the deliverables under Disclosure 3-3 are well addressed under the HSS program for staff to be aware of SITA's Master HSS Policy and various HSS training and awareness materials. The incident or near-miss reporting process is articulated in SITA's HSS program. Major sites are audited through external and local auditors on HSS - audits take place based on SITA's internal calendar. SITA is a multinational firm, and English is our corporate language. All processes, policies, and communications are predominantly in English. SITA offers reasonable insurance and health accommodation to its employees, meeting local country employment benefits. This is over and above to Employee Assistance Program provided by SITA.	p.45-48
GRI 403: Occupational Health and Safety 2018	**403-1 Occupational health and safety management system**	SITA followed the HSG65 Safety Model, which is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified.	
	403-2 Hazard identification, risk assessment, and incident investigation	The incident or near-miss reporting process is defined under SITA's HSS program and easily accessible to all SITA staff, including incident / near-miss reporting forms. This policy applies to all SITA staff, contractors, at SITA premises and customers' sites. SITA have named contacts responsible for ensuring policy application and incident reporting. An incident register is maintained.	
	403-3 Occupational health services	SITA's HSS program is easily accessible to all SITA staff - full-time employees, contractors, and students etc., and open to their feedback and suggestions for improvement. SITA hires contractors worldwide through professional firms who ensure local compliance on HSS delivery.	

	403-4 Worker participation, consultation, and communication on occupational health and safety	A formal and open communication channel exists with workers through their line managers, the People team, and Facilities teams to ensure two-way communication and feedback on HSS.Large SITA locations have a local management team comprising a Location Leader and other representatives, including from the People team and Facilities. They are all easily accessible for SITA employees to report HSS-related issues or feedback.	
	403-5 Worker training on occupational health and safety	Training material is available on the dedicated HSS page on SITA's intranet. New joiners are inducted on occupational health and safety training and the HSS program available on SITA's intranet.	
	403-6 Promotion of worker health	SITA offers its employees reasonable insurance and health accommodation, meeting local country employment benefits. This is over and above to the Employee Assistance Program offered for well-being. See SITA 2023 Sustainability Report, Employee health, safety, and well-being.	p.45-48
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Internal and external audits are conducted according to SITA's internal calendar to evaluate workplace hazards and readiness per SITA's HSS program to support a safe and healthy work environment.	
	403-8 Workers covered by an occupational health and safety management system	SITA has a robust Health, Safety and Security (HSS) Program, easily accessible for all SITA full-time employees and contract workers on SITA's intranet. The HSG65 Safety Model Program is currently being transitioned to ISO 45001:2018, with one major site already ISO 45001:2018 certified. SITA staff and contractors primarily operate from SITA offices. Most of these offices are leased at reliable commercial buildings in each country who are allowed to lease premises by local legal authorities.In addition, SITA performs internal and external evaluations of a site before leasing and making it fit for operations. SITA HSS program covers all SITA employees and contractors and applies to all SITA offices, and customers' sites where SITA employees and contractors may operate. SITA operates in more than 120 countries, with more than 350 locations (SITA offices and airport presence) around the world.	
	403-9 Work-related injuries	The incident or near-miss reporting process is defined under SITA's HSS program and is easily accessible to all staff, including incident / near-miss reporting forms. Incident count from 2020: 2020: Nil (C-19 closure) 2021: Nil (C-19 closure) 2023: 5 minor incidents The incidents in 2023 were not considered major, three of them required medical assistance. SITA do not differentiate incident from a SITA employee or contractor.	
	403-10 Work-related ill health	See disclosure 403-09.	
Training and education			
GRI 3: Material Topics 2021	**3-3 Management of material topics**	See SITA 2023 Sustainability Report, Talent management	p.55-57
GRI 404: Training and Education 2016	**404-1 Average hours of training per year per employee**	See SITA 2023 Sustainability report, People metrics	p.77-87
	404-2 Programs for upgrading employee skills and transition assistance programs	The learning programs we offer are either online or in-person. We also offer mentoring and coaching programs where employees learn from more senior colleagues or external coaches. From a content perspective, our offering is wide-ranging, covering learning that is functional, technical, soft skills, managerial, leadership etc. We track completion and progress and can pull various reports including which courses employees have undertaken. All our major locations and most of our medium and small locations engage outplacement services to support continued employability following severance.	

| | 404-3 Percentage of employees receiving regular performance and career development reviews | During 2023, a performance management system was introduced allowing for thorough performance reviews and individual delopment plans monitoring. At the end of 2023, performance review was carried out across all company. Overall, 98.86% of employees who were assigned to participate, filled in their goals, and 80.98 % filled in their IDPs (Individual Development Plans). | |

Diversity and equal opportunity

GRI 3: Material	3-3 Management of material topics	See SITA 2023 Sustainability Report, Diversity, equity, and inclusion	p.49-54
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and	See SITA 2023 Sustainability report, People metrics	p.77-87
	405-2 Ratio of basic salary and remuneration of women to men	See SITA 2023 Sustainability report, People metrics The information by significant locations of operation is not yet available.	p.77-87

Customer privacy

| GRI 3: Material | 3-3 Management of material topics | See SITA 2023 Sustainability report, Privacy | p.61-62 |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | No complaints or reportable data incidents received or identified. | |

Cyber security

| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See SITA 2023 Sustainability Report, Cyber security.
See SITA 2023 Sustainability Report, Stakeholder engagement and materiality | p.63-64
p.18-24 |

Operational excellence

| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See SITA 2023 Sustainability Report, Operational excellence
See SITA 2023 Sustainability Report, Stakeholder engagement and materiality | p.22-23
p.18-24 |

Business resilience

| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See SITA 2023 Sustainability Report, Introduction
See SITA 2023 Sustainability Report, Stakeholder engagement and materiality | p.3-9
p.18-24 |

ESG compliance, transparency and governance

| GRI 3: Material Topics 2021 | 3-3 Management of material topics | See SITA 2023 Sustainability Report, ESG compliance, transparency and governance
See SITA 2023 Sustainability Report, Stakeholder engagement and materiality | p.66-69
p.18-24 |

Auditor´s assurance on our carbon footprint

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INDEPENDENT LIMITED ASSURANCE REPORT ON A SELECTION OF SUSTAINABILITY KPI'S IN THE 2023 SUSTAINABILITY REPORT OF SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES SC

To the Board of Directors of SOCIETE INTERNATIONALE DE TELECOMMUNICATIONS AERONAUTIQUES SC

This report has been prepared in accordance with the terms of our engagement contract dated 25 November 2022 and our addendum to engagement contract dated 29 February 2024 (the "Agreement"), whereby we have been engaged to issue an independent limited assurance report in connection with the Subject Matter Information marked with a check mark (✔), included in the Sustainability Report as of and for the year ended 31 December 2023.

The Directors' responsibility

The Directors of of Société Internationale De Télécommunications Aéronautique SC ("the Company") are responsible for the preparation and presentation of the information and data in the selection of sustainability KPIs for the year 2023 marked with a check mark (✔), in the Sustainability Report (the "Subject Matter Information"), in accordance with the criteria disclosed in the Report (the "Criteria").

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

Auditor's responsibility

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

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

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

- assessing and testing the design and functioning of the systems and processes used for data-gathering, collation, consolidation and validation, including the methods used for calculating and estimating the Subject Matter Information as of and for the year ended 31 December 2023 presented in the Sustainability Report;
- conducting interviews with responsible officers;
- reviewing, on a limited test basis, relevant internal and external documentation;
- performing an analytical review of the data and trends in the information submitted for consolidation;
- considering the disclosure and presentation of the Subject Matter Information.

The scope of our work is limited to assurance over the Subject Matter Information. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Report.

Our independence and quality management

We have complied with the independence and other ethical requirements in the International Ethics Standards Board for Accountants' (IESBA) International Code of Ethics for Professional Accountants (IESBA Code) together with the legal Belgian requirements in respect of the auditor independence, particularly in accordance with the rules set down in articles 12, 13, 14, 16, 20, 28 and 29 of the Belgian Act of 7 December 2016 organising the audit profession and its public oversight of registered auditors and with Art. 3:62, 3:63 and 3:64 and 3:65 of the Companies' and Associations' Code.
Our firm applies International Standard on Quality Management n°1, Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Related Services Engagements, and accordingly, maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements**.**

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information within your Sustainability Report as of and for the year ended 31 December 2023 has not been prepared, in all material respects, in accordance with the criteria.

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Other ESG related information

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

Other matter - restriction on use and distribution of our report

Our report is intended solely for the use of the Company, to whom it is addressed, in connection with their Report as of and for the year ended 31 December 2023 and should not be used for any other purpose. We do not accept or assume and deny any liability or duty of care to any other party to whom this report may be shown or into whose hands it may come.

Diegem, 30/07/2024

The statutory auditor

PwC Bedrijfsrevisoren BV/PwC Reviseurs d'Entreprises SRL
Represented by

Romain Seffer*
Bedrijfsrevisor/Réviseur d'entreprises

*Acting on behalf of Romain Seffer BV

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