



SWISSPORT INTERNATIONAL AG

# SUSTAINABILITY REPORT 2020



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## CEO'S STATEMENT

### Dear readers,

At Swissport we believe that sustainable business practices contribute to positive results in the long term, which in turn are a prerequisite for investing in environmental and social issues. Therefore, we integrate sustainability goals into Swissport's strategic and operational objectives and decision-making.

We apply the utmost care and invest significant time and financial resources in training and equipment to keep our employees safe and healthy. Environmental protection, health and safety, and the quality of our services are the result of a long-term commitment, requiring continuous focus and systematic efforts.

In terms of sustainability, 2019 saw a visible step forward. For the first time, Swissport conducted a materiality analysis in which we asked key stakeholders to identify the sustainability topics that were particularly important to them. The insights gained will help us to align our sustainability strategy even more effectively with stakeholder expectations.

To improve the occupational safety of our employees, we have been cooperating with Auxivo, a spin-off of the ETH Zurich (Swiss Federal Institute of Technology) to develop and test the "LiftSuit", a wearable exoskeleton that helps prevent musculoskeletal injuries. We are very proud to have been awarded the IATA Innovator Award 2019 for this innovation partnership with Auxivo.

With regards to environmental sustainability, we have set a target to increase the share of electric vehicles in our fleet to at least 50 percent by 2025. The objective: to further reduce our carbon footprint and to improve the direct working environment of our employees. Here, the management of our environmental impact goes hand in hand with our service quality and our results.

As a signatory to the United Nations Global Compact since 2011, Swissport is committed to environmental care, the protection of human rights, the upholding of labor standards and

A portrait of Eric Born, President & CEO of Swissport International AG. He is a middle-aged man with short, light brown hair, wearing a dark grey suit jacket over a light blue button-down shirt. He is smiling slightly and looking directly at the camera. The background is a blurred airport terminal with people and lights.

"We have set a target to increase the share of electric vehicles in our fleet to at least 50 percent by 2025."

the fight against bribery and corruption. In all these fields of action, we once again intensified our efforts in 2019 and we remain committed to continuously working towards further progress.

It has been my honor to lead our company through a challenging and inspiring year. We are proud of our progress and are firm in our resolve to continue earning the trust of society.

Thank you for your loyalty and support along this exciting journey.

A handwritten signature in black ink, appearing to read 'Eric Born'.

**Eric Born**  
President & CEO  
Swissport International AG

## COMPANY PROFILE

### A GLOBAL LEADER IN AIRPORT SERVICES

Swissport operates at 300 airports in 47 countries. We have a broader global presence than any of our competitors, and our clients benefit from the industry's widest single-source service portfolio.

With operations at 300 airports in 47 countries, we are proud to serve more than 850 corporate clients on six continents. In 2019, with a workforce of some 64,000, the Group generated revenue of 3.13 billion euros (2018: 3.06 billion euros<sup>1</sup>). Operating EBITDA<sup>2</sup> stood at 272.3 million euros (2018: 278.9 million euros<sup>1</sup>).

We deliver a full suite of high-quality services in airport ground services and air cargo handling. From standard services like check-in and gate and general cargo handling to highly specialized services like load control and the handling of pharmaceutical products, our qualified staff can cover all the needs airlines may be seeking on the ground. Our customers can choose from various degrees of vertical outsourcing, ranging from singular passenger, ramp or cargo handling services to full-hub outsourcing solutions. This has proven to be a key selling proposition for Swissport, as it allows our clients to flexibly adapt their desired degree of collaboration with us over time.

### AIRPORT GROUND SERVICES

Swissport generates roughly 80 percent of its revenue from airport ground services, which include passenger services and ramp handling. Our complete service portfolio affords us a significant cost and service advantage. Swissport performed some 2.05 million aircraft turns in 2019, equaling one aircraft turn every 15 seconds. Our customer service agents served 265 million airline passengers.

#### PASSENGER SERVICES

- Check-in & Gate
- Passenger Mobility
- Lounge Hospitality
- Executive Aviation
- Security Services
- Lost & Found

#### RAMP HANDLING

- Baggage Services
- De-Icing
- Fueling
- Moving of Aircraft
- Central Load Control
- Aircraft Cleaning



<sup>1</sup> On a constant currency basis

<sup>2</sup> Operating EBITDA (pre-IFRS 16), as defined in our audited financial statements



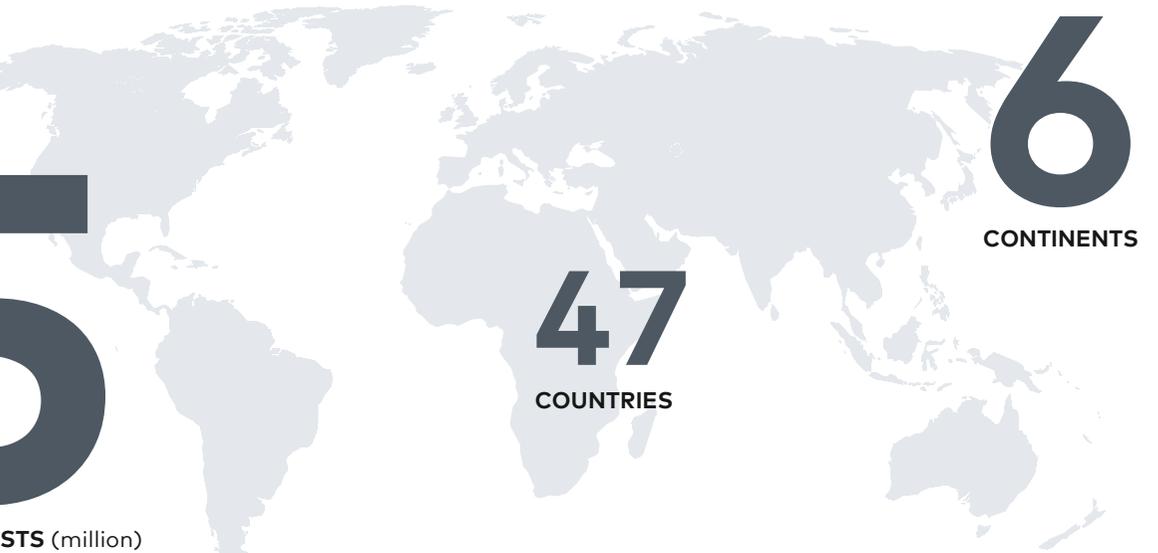
## AIR CARGO HANDLING

Our air cargo business accounts for approximately 20 percent of our revenue. We handle everything from general cargo to specialist shipments such as high-value or temperature sensitive products. Some 4.62 million tons of air cargo passed through Swissport's warehouses in 2019. Of our 115 warehouses, 14 have been certified for pharmaceutical logistics by IATA's Center of Excellence for Independent Validators in Pharmaceutical Logistics (CEIV Pharma), by the British MHRA (Medicines and Healthcare products Regulatory Agency) or other recognized industry associations.

## SERVICES

- General & Special Cargo Handling
- Temperature-Controlled Handling (such as pharmaceuticals)
- Hub Handling
- Express Services
- Forwarder Handling

## 2019 HIGHLIGHTS





## AWARDS

### IATA INNOVATOR AWARD 2019

Together with the ETH Zurich spin-off company Auxivo, Swissport has developed and tested the "LiftSuit", a wearable exoskeleton that helps prevent musculoskeletal injuries. We received the "Innovator Award 2019" from IATA for this innovation.

### WORLD AIR CARGO AWARD BY AIR CARGO WEEK

Swissport was named Air Cargo Handling Agent of the Year by Air Cargo Week at the World Air Cargo Awards 2020. Nominations had to be submitted by mid-December 2019. Voting for the nominees began in January via aircargoweek.com and ended in April 2020.

### INTERNATIONAL CARGO HANDLER OF THE YEAR IN AFRICA

Swissport has been named international cargo handler of the year in Africa for the fifth time (2019, 2016, 2015, 2013, 2011) at the Air Cargo Africa conference and exhibition in Johannesburg, South Africa.

## CERTIFICATIONS AND MEMBERSHIPS

### ISO

The Swissport management system has been ISO 9001:2015 certified since 1999. Currently, 64 locations are ISO 9001:2015 certified under a global multi-site agreement. 24 locations have an ISO 14001 certified environmental system.



### ISAGO

Swissport's corporate head office has been ISAGO (IATA Safety Audit for Ground Operations) registered since 2010 and by the end of 2019, 19 locations across its global network were also ISAGO-registered. Swissport has been a member of the IATA Strategic Partnerships Program since 2005. In 2017, IATA recognized Swissport for the successful implementation of its Ground Operations Manual (IGOM).

### CEIV PHARMA BY IATA AND BRITISH MHRA

Our air cargo operations in Amsterdam, Barcelona, Basel, Brussels, Dublin, Frankfurt, Helsinki, London Heathrow, Madrid, Manchester, Miami, Montreal, Nairobi and Tel Aviv are certified by IATA's CEIV Pharma, by the British MHRA or other recognized industry associations. The certifications guarantee air freight customers the highest quality and temperature control standards for sensitive pharmaceutical products.

### APPOINTED MEMBER OF EASA EXPERT GROUP

In March 2019, we became a member of the Expert Group in the European Union Aviation Safety Agency (EASA). We continue to contribute our knowledge and experience to the development of future ground-handling regulations, which will impact quality management and safety operations.



1

**WORKPLACE HEALTH  
AND SAFETY**  
PEOPLE AT THE CENTER

# STAYING SAFE IN A COMPLEX ENVIRONMENT

We are working relentlessly towards the goal of zero accidents and zero work-related injuries and illnesses. We believe that the strict adherence to our established standard processes and the continuous focus on the prevention of procedural occurrences are the most important levers for preventing incidents and, ultimately, accidents. The reduction in occurrences will help keep our employees, our customers and the people around us safe.

## HEALTH AND SAFETY IS ALL ABOUT PEOPLE

Ensuring health and safety at work starts with hiring the right people, explains Cassandra Agenson, Recruitment Coordinator at Swissport Australia and New Zealand. "In such high-risk areas, people's lives may depend on doing exactly the right thing at the right time. It is key for employees to see the big picture and understand how health and safety impacts daily operations. Work involving heavy physical labor, such as baggage handling, is in fact just as much about communication, situational awareness and working collaboratively within a team as in an office job."

Applicants therefore undergo in-depth tests to evaluate their problem-solving skills, team spirit and attitude towards health and safety. "The human factor is incredibly important in aviation, regardless of function. It is all about keeping the team, the clients and the passengers safe," says Cassandra Agenson. Employees are encouraged to report any irregularities or incidents they may witness and are rewarded for maintaining good health and a positive safety performance. Regular surveys confirm that this focus on health and safety is crucial for employee satisfaction.

## TRUST, CARE AND PERFORMANCE

"It is our most fundamental value to always put safety first," says Alexandre Bolay, Swissport's Head of Global Quality, Health, Safety & Environment. He explains that safety measures are closely linked to trust, care, and personal engagement and aim to prevent harm to people and equipment, and to enhance performance.

Swissport is constantly working on its global health and safety measures, which are based on industry standards, and feedback from colleagues working at different airports around the world. "We empower our employees to stop their task if the working environment becomes unsafe and encourage their involvement to further improve our global management system," states Alexandre Bolay.

## THE TRAINING PROCESS AND JOURNEY

Every operational Swissport employee completes a three-stage training program tailored to each function and location:

- **Awareness**  
Learning about the hazards in the working environment
- **Knowledge**  
Understanding and identifying the root causes of specific hazards and finding suitable solutions
- **Behavior**  
Acquiring leadership skills and encouraging colleagues and the wider workforce to adopt the correct behavior to make operations safer

Swissport's training programs and guidelines comply with the ISAGO and IGOM standards. Each employee working in cargo handling, passenger services or on the ramp follows a customized training journey which meets functional and local needs as well as national law.

1

### Generic

These courses include an introduction to Swissport, data protection, aviation security, dangerous goods, etc.

2

### Role-specific

These are skills-based classes corresponding to various job roles, e.g., basic truck forklift training for cargo workers.

3

### Needs-based

These programs teach more complex function-specific skills and include our conflict prevention and de-escalation protocols, for example.

"It is our most fundamental value to always put safety first."

Alexandre Bolay – Head of Global Quality, Health, Safety & Environment



In addition, our managers participate in leadership programs. Swissport has defined a set of leadership competencies that are aligned to business needs, role specific responsibilities and the geographic region of employment.



## CARGO HANDLING

### SAFETY FOR PEOPLE AND AIR FREIGHT

Swissport handles some five million tons of air cargo every year. This includes general cargo as well as special cargo like temperature controlled shipments, perishables and pharmaceuticals. Swissport's services comprise palletizing, and aircraft loading and unloading. At some airports, Swissport is even responsible for the overall handling of an entire cargo hub, like in Brussels, Helsinki, Liège and Newark.

Incidents in this area can result in damaged shipments or, worse still, in injuries, where an incident results in lost time from work. As warehouse workers are exposed to heavy objects, large machinery and potential hazards when handling dangerous goods, maximum process compliance is required at all times. There is also a risk to the shipments themselves: Fresh produce and certain pharmaceuticals may be time-critical or temperature-sensitive. Proper handling is of utmost importance to ensure the safety of such goods. Incidents and damages in this field could easily destroy a complete shipment, resulting in costly losses for both the airline customer and Swissport.

"Everyone must develop a natural habit of being in a state of heightened alertness during operations."

Joyce Kasura – Cargo Duty Manager



### SPOTLIGHT ON GENERIC TRAINING – HANDLING DANGEROUS GOODS IN NAIROBI

Joyce Kasura is Swissport's Cargo Duty Manager at Jomo Kenyatta International Airport in Nairobi, Kenya. She oversees all cargo procedures, audits various operations, provides coaching and ensures that pharmaceutical training complies with GDP (good distribution practice) and WHO regulations.

Joyce is well aware of the potential dangers involved with cargo handling: "Everyone must develop a natural habit of being in a state of heightened alertness during operations," she says. "We want everyone to go home the same way they reported to work – physically, mentally and emotionally well."

Training is considered especially important in Nairobi, since cargo workers have to handle dangerous goods including flammable liquids, biological substances, perishables like meat, fish and flowers, as well as pharmaceuticals, all on a daily basis.

Apart from the standard training, a dedicated team of 25 people involved in the acceptance of dangerous goods has also received an additional 5-day specialized training in handling this type of sensitive cargo.

Given the tremendous importance of training, awareness raising and monitoring for cargo security, a proactive health and safety process was established in Nairobi: Team members are regularly asked to identify three potential hazards, so solutions can be found. Joyce investigates any such risks and implements solutions with the goal of closing these cases within a certain amount of time.

## RAMP HANDLING THE HUMAN FACTOR

Ramp handling comprises everything that occurs on the airport tarmac. Swissport's ramp services include baggage loading and unloading, aircraft de-icing, fueling, moving of aircraft, central load control and aircraft cleaning.

The complex, time-critical and interdependent processes in the ramp area require our workers to constantly exercise caution, ensure continuous coordination and learn from previous experiences. For instance, if our workers did not know where on an

airplane they could safely place their hands, they could accidentally pinch their fingers or worse yet, lose a limb. The operators of aircraft push-back vehicles, high-loaders or passenger boarding bridges must also exercise caution and stay alert at all times, as they are exposed to various kinds of risks such as causing aircraft damage while operating their vehicles or colliding with other vehicles on the apron. They must therefore strictly follow the traffic rules and the rules of operation on the tarmac.

"Communication, teamwork and safety briefings help me protect myself and others from dangerous incidents and accidents."

Nishida Tsukasa – Ramp Agent



### SOTERSPINE PROGRAM – WEARABLE TECHNOLOGY FOR RAMP WORKERS

Manual handling is the number one injury risk at industrial workplaces. At Swissport, an innovative technology is being tested to help reduce that risk – for example in baggage handling. The SoterSpine technology is a small lightweight ergonomic device designed to improve manual handling safety and to prevent injuries. Attached to the employee's collar, it tracks body move-

ments and quantifies risks by measuring displacement frequencies and force. If engaging in awkward postures, it gives the wearer a vibration or sound alert. The device is synchronized to the wearer's smartphone which analyses data regarding their movements, and then delivers personalized content to train the wearer on how to reduce their risk.

Swissport ramp and baggage loading staff in Melbourne, Australia, tried out the device in mid-2019, with the trial now broadened to include several other locations.





2

## SPOTLIGHT ON ROLE-SPECIFIC TRAINING – COMMUNICATION AND TEAMWORK IN OSAKA

Nishida Tsukasa is a ramp worker at Kansai International Airport in Osaka, Japan. He usually handles two to three flights per day but sometimes as many as five or six. In order to be adequately prepared for his critical role on the tarmac, Nishida completed a set of training programs which taught him to safely handle his equipment. Like all his colleagues on the ramp, he has completed a comprehensive safety training, including injury prevention and communications skills, in addition to the role specific trainings. Nishida explains: "Communication, teamwork and safety briefings help me protect myself and others from dangerous incidents and accidents."

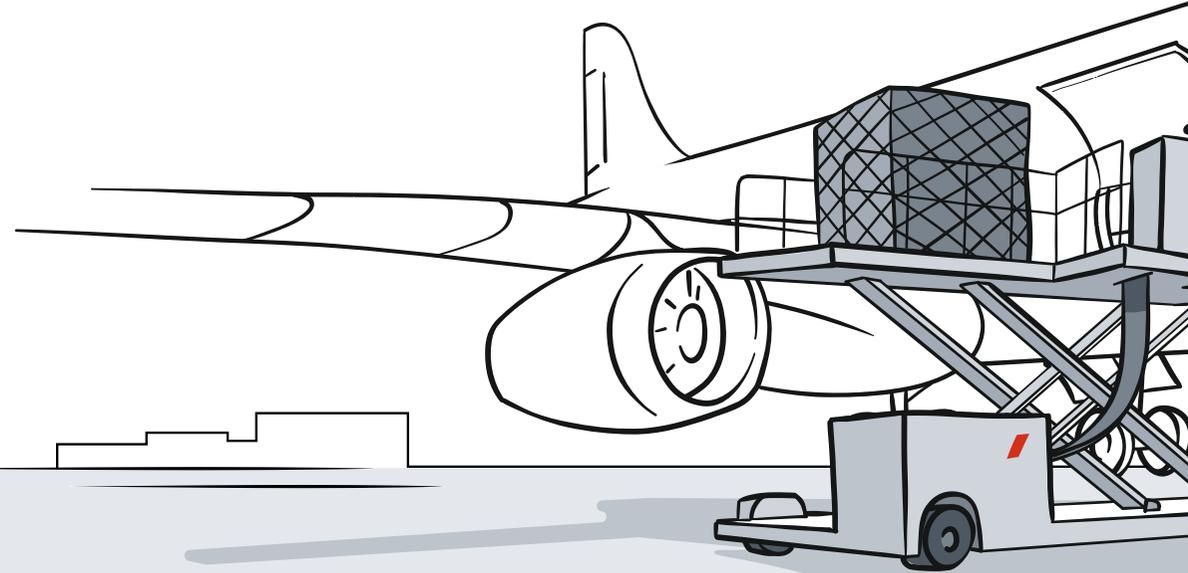
When handling an airline for the first time, ramp employees must know and understand the airline's procedures such as wheel chock and cone placement, opening hours of the check-in counter or airline-specific loading and unloading guidelines. Reviewing these procedures in a safety briefing before handling an aircraft helps prevent incidents on the ramp.

Every incident, safety concern and near miss must be reported and shared with colleagues immediately. Nishida explains: "Reporting, sharing and understanding are key to preventing future occurrences. Only by sharing safety best practice examples can we learn and grow professionally."



## KEY SAFETY MEASURES ON THE AIRPORT RAMP

The complex work environment of an airport requires strict adherence to standards and continuous attention to the relevant safety occurrences to prevent incidents and ultimately accidents. To keep our employees safe, Swissport has introduced key safety measures and personal protective equipment (PPE) for all types of activities on and around the airport tarmac.



### MANUAL HANDLING

Musculoskeletal injuries occur in all physically demanding jobs, especially when they require the repetitive lifting and carrying of heavy items. Besides offering a manual handling awareness training session, Swissport is also testing out technologies such as SoterSpine and the LiftSuit.

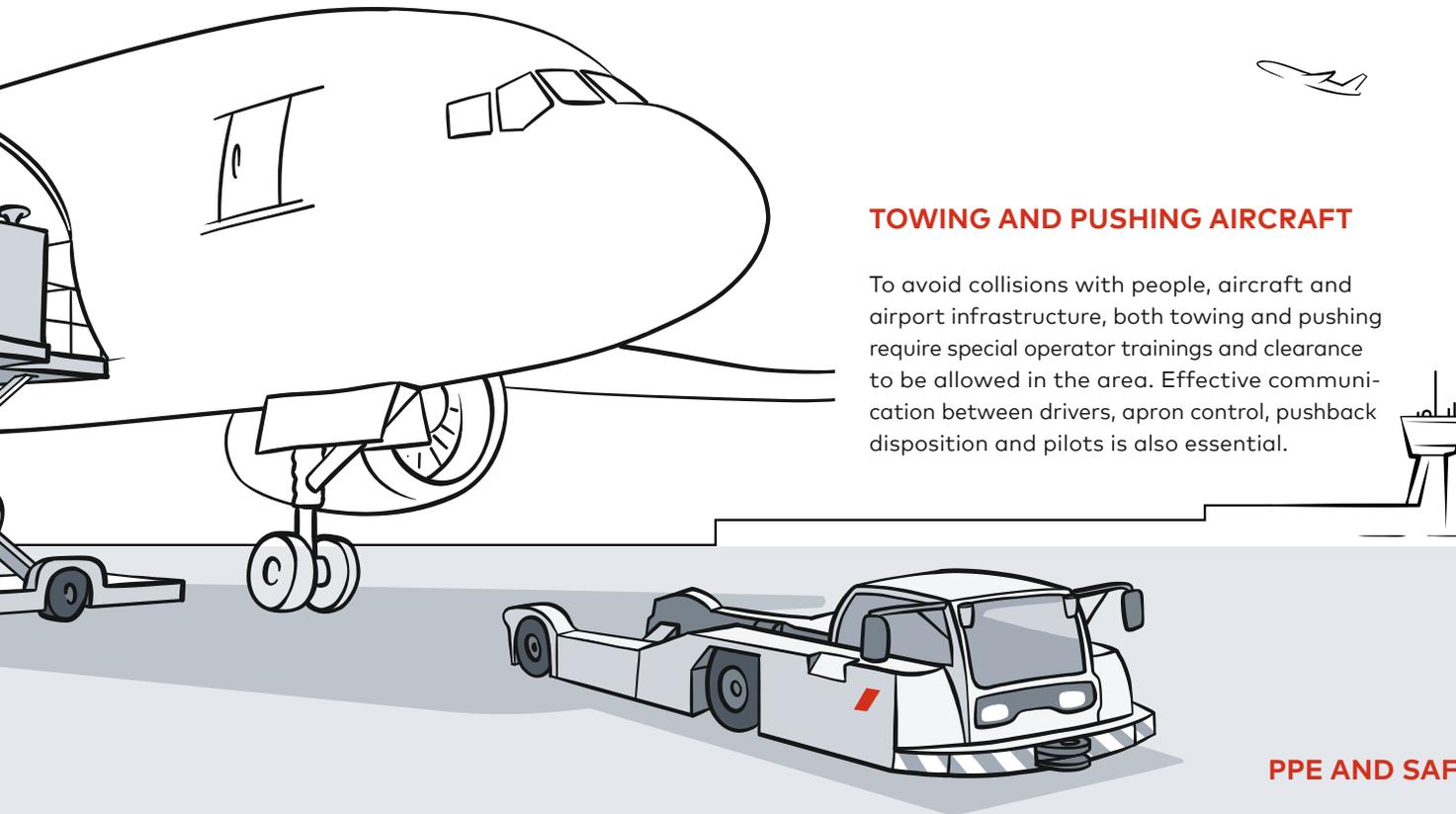


### HANDLING DANGEROUS GOODS

The handling of dangerous goods requires proper training and risk assessment to ensure that, with the right PPE and correct handling, workers can protect themselves.

### WORKING WITH GSE

When working with GSE, which are often large, heavy vehicles such as high-loaders or belt-loaders, employees must always perform a safety check prior to use, ensure that the area is cleared and that the vehicles are secured when parked.

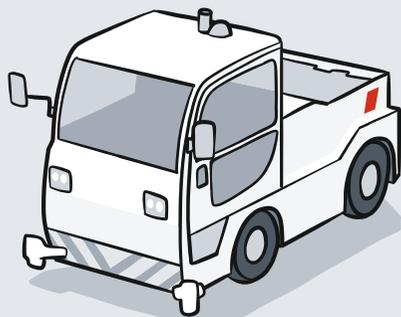
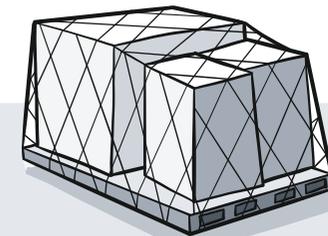


### TOWING AND PUSHING AIRCRAFT

To avoid collisions with people, aircraft and airport infrastructure, both towing and pushing require special operator trainings and clearance to be allowed in the area. Effective communication between drivers, apron control, pushback disposition and pilots is also essential.

### HANDLING PALLETS AND EQUIPMENT

Handling cargo requires clear work instructions. The safe movement of pallets and equipment and the securing of loads during transport are essential for preventing injuries.



### DRIVING GROUND SUPPORT EQUIPMENT (GSE)

It is essential for GSE drivers to obey speed limits and ground markings to prevent accidents. An increasing number of our GSE are equipped with an aircraft avoidance system to prevent them from colliding with aircraft while they are in use.

### PPE AND SAFETY BRIEFINGS

Working on the ramp requires adequate PPE, such as hearing protection, safety shoes, gloves and a high-visibility safety vest. In addition to the right gear, safety briefings and proper housekeeping are also essential.





## PASSENGER SERVICES MANAGING CUSTOMER EXPECTATIONS

Passenger services is all about personal, direct engagement with the customers of our airline clients. Swissport agents, together with travelers, contribute to a satisfactory service experience. Tasks include for example check-in & gate services, ticketing, passenger mobility, lounge hospitality, executive aviation, as well as security and lost & found services. Swissport service agents strive to satisfy and, ideally, exceed passenger expectations. Our staff require a talent for social interactions and the ability to stay calm even in stressful situations. This is why health and safety trainings, and even more importantly, conflict resolution trainings, are a key component of our staff qualification curriculum.

"The training has created the awareness that they really can make a difference with adequate communication."

Jean-Jacques Herro – Baggage and Ramp Services Manager



### SPOTLIGHT ON NEEDS-BASED TRAINING – CONFLICT PREVENTION AND DE-ESCALATION IN BASEL

Our conflict prevention and de-escalation training was piloted in Basel, Switzerland, in 2019. After proving successful, it was incorporated into Swissport's global training curriculum in 2020, with the aim of eventually offering it to employees at other Swissport locations. We spoke with Jean-Jacques Herro, Baggage and Ramp Services Manager and former Passenger Services Manager in Basel.

3



#### How did the training come about?

With the rise of low-budget airlines and their strict policies regarding carry-on baggage – that in some cases lead to additional charges and the removal of bags from the cabin – unruly behavior towards Swissport employees has been on the rise in recent years. As the need for a conflict resolution training program became obvious, the Regional Product Manager for passenger services training, together with a group of subject matter experts, developed the course. With this new training program, we prepare our check-in and gate agents for potentially stressful incidents, including rare situations in which staff members might be confronted with verbal abuse, or even physical violence.

#### Which is the focus of the training?

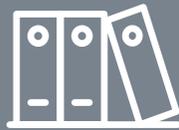
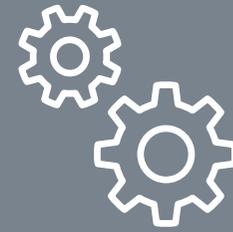
The overarching goal is to enable our staff to confidently manage conflicts before they escalate. In addition, we train our agents in applying practical procedures, such as words and expressions to use and to avoid when facing a conflict as well as using the right body language for conflict de-escalation, or when dealing with especially demanding passengers.

#### How has the introduction of the training affected passenger services in Basel?

Check-in and gate agents have recognized their ability to influence a challenging situation in a professional way. It has created the awareness that they really can make a difference with adequate communication and fostered their empathy with passengers. Our agents have learned that explaining a situation calmly rather than simply enforcing airline rules can turn a challenging situation around.

#### What are the key benefits for the global organization?

Beyond the obvious qualifications staff members receive in these trainings, the conflict resolution training provides a place for employees to express their needs and be heard. It allows Swissport to adapt the training, hands-on tips and procedures as the everyday needs of our frontline agents change and evolve.



# 2

## **SUSTAINABLE BUSINESS**

HOW WE MANAGE AND  
GOVERN OUR BUSINESS



## COMMITTED TO A SUSTAINABLE DELIVERY OF HIGH-QUALITY SERVICES

Responsible management provides a solid, long-term foundation for success. We commit to the sustainable delivery of high-quality services in a cost-efficient manner, thereby creating value for our clients, our investors and the aviation industry at large.

### STAKEHOLDER RELATIONS AND MATERIAL TOPICS

It is our goal to be a reliable, professional and recognized partner for all our stakeholders – internally and externally. We identify our key stakeholders as those groups that are either affected by our operations or potentially impact these operations. Among these are airlines, airports and airport authorities (private and governmental), IATA and other international associations in the aviation industry, shareholders, management, staff, trade unions and works councils, local communities, suppliers, passengers, shippers and forwarders.

Based on over 3,700 client contracts, Swissport currently services some 850 corporate clients. In 2019, our employees served over 265 million airline passengers in face-to-face interactions and often in collaboration with third-party providers. With so many customer contacts on

behalf of our airline clients, mutual trust and an open dialog are crucial for positive long-term relationships. Customer and stakeholder relations are therefore key to our success.

We also listen closely to what our customers have to say and carefully analyze their feedback. Our latest customer survey was carried out in early 2020. It covered topics such as service quality, client relationships and the perceived professionalism of our staff. The annual survey results serve as a lever for continuous improvement, allowing us to focus on aspects that create added internal and external value. Of the over 250 participants who answered our questions on sustainability, 53.9 percent believe that Swissport is on the right track, with 19.9 percent agreeing that we are leading in some areas. However, 21.7 percent believe that there is still a lot to do. The survey also showed that sustainability strongly correlates with Swissport's overall satisfaction rate.

## MATERIALITY ANALYSIS

Swissport conducted a materiality analysis to identify our main sustainability topics. The insights gained will serve as a basis for the further alignment of our business with stakeholder expectations.

The materiality analysis was split into three main phases. We conducted a trend analysis in accordance with multiple standards, including the Standards of the Global Reporting Initiative (GRI), the Air Freight & Logistics Standards of the Sustainability and Accounting Standards Board (SASB) and the Sustainable Aviation

Guidance Alliance (SAGA). The trend analysis looked at industry trends and resulted in a longlist of 138 sustainability topics. These were subsequently clustered to create a concise, mutually exclusive yet exhaustive list of 13 potential material sustainability topics – categorized as either business, environment or employees and society.

To validate the results of the trend analysis, we actively engaged with stakeholders. This helped us understand what expectations they had towards Swissport regarding sustainability. In total, we conducted eight telephone interviews with two industry associations from

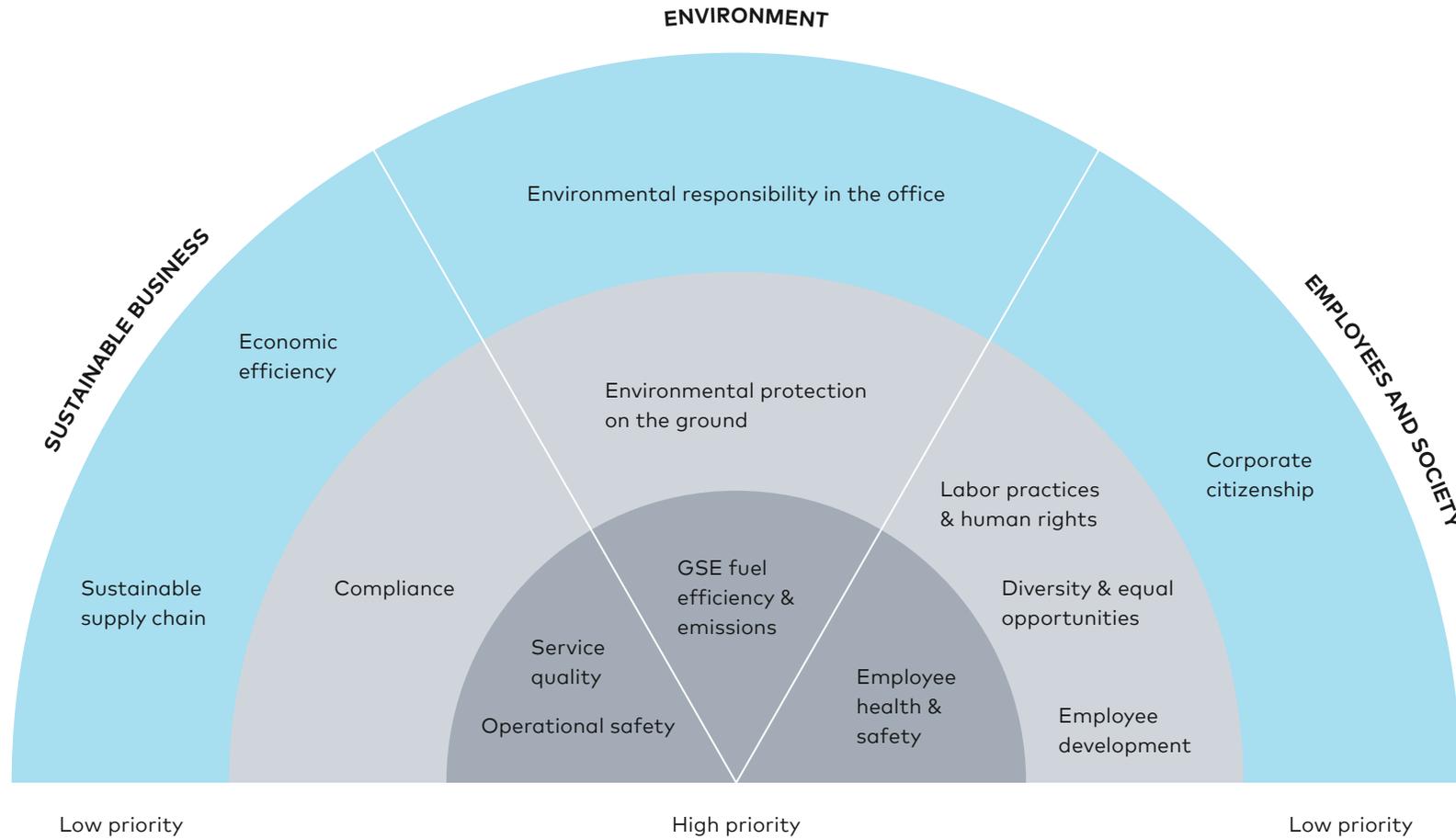
the aviation sector and six direct and indirect customers – including airlines, airports, freight forwarders and a pharmaceutical company. The feedback we received regarding our focus, performance and optimization potentials helped us determine the reporting topics and now serves as guidance for our future sustainability activities. Based on the discussions with our stakeholders, we clustered our sustainability topics into high, medium and low priority topics. The most important topics from our stakeholders' perspective were operational safety, service quality and customer satisfaction, GSE fuel efficiency and emissions, and employee health and safety.

## THREE MAIN PHASES OF OUR MATERIALITY ANALYSIS



"A complex environment like an airport demands cooperation between the airport, the ground handler and the airline."

Customer



## CORPORATE GOVERNANCE

Swissport International AG is managed by the Group Executive Management (GEM) which is supervised by a non-executive Board of Directors.

At its monthly meetings, the GEM reviews Swissport's business performance in terms of commercial and economic trends, health and safety performance, and environment. It also discusses risks and opportunities for the company. The GEM assesses compliance with the principles, guidelines and international standards to which the company adheres. Strategic organizational development and timely succession planning are further key contributors to organizational stability and the delivery of consistent service quality. Additional GEM weekly updates and a regular exchange across the company's top leadership regarding strategic and operational matters ensure that issues can be quickly identified and remedied.

The members of the GEM, including the President & CEO, visit key countries several times each year to engage in in-depth business reviews with the regional and local management. Internal safety and management audits, external audits, and internal Group audits complement these reviews.





## GROUP EXECUTIVE MANAGEMENT<sup>1</sup>

### **Eric Born<sup>2</sup>**

President & Chief Executive Officer

### **Andreas Hugener**

Chief HR Officer

### **Glenn Rutherford**

Executive Vice President Asia-Pacific

### **Dr. Peter Waller**

Chief Financial Officer

### **Luzius Wirth**

Executive Vice President Europe,  
Middle East & Africa

## BOARD OF DIRECTORS

In addition to addressing financial and commercial matters of strategic importance, the Board also deals with corporate governance and sustainability issues, including challenges arising from a wide range of areas – from health and safety to union engagement and employment all the way to environmental matters. In fulfilling their responsibilities as members of the Board, the Directors remain aware of their obligation to act in good faith and to promote the success of the company for the benefit of all its stakeholders.

## OWNERSHIP

As part of a comprehensive financial restructuring, ownership of Swissport will be transferred to a group of mainly US and UK financial investors in December 2020. Until then the HNA Group will be the single shareholder of the company.

<sup>1</sup> As per 31 August 2020

<sup>2</sup> Ad interim EVP Americas



### THE SWISSPORT FORMULA

The Swissport Formula defines the way we work. It is a management philosophy and a set of principles and tools that support our distinctive success factors. It helps Swissport in creating a sustainable competitive advantage and in executing its corporate strategy.

Our aspirations are the same around the globe. Based on innovation, engagement and reliability, we deliver high-quality, tailor-made solutions to meet the expectations of our clients. That is why the Swissport Formula is the way we work.



Watch our video to learn more about the Swissport Formula

## PRICING DISCIPLINE

Our sustainable business principles, as supported by our Swissport Formula, apply to all our stakeholders – including our customers, of course. And as a global business, Swissport is constantly seeking ways to further enhance its management systems and improve its internal efficiency and cost base and to build rigor into the way that processes are completed. Combined with our high-quality services, which we aim to deliver consistently, this enables us to confidently enter tenders for new business or renewals. We are flexible but disciplined in our pricing. However, we do not compete for new contracts at prices that we know we will be unable to maintain in the longer term. This underlines our commitment to sustainable customer relations, based on our deep understanding of the business and a detailed global costing template. We are convinced that our focus on value creation in our business decisions increases the stability of our network and is to the benefit of our customers as well.

## COMMERCIAL GOVERNANCE

Following the implementation of Salesforce as our commercial management tool two years ago, we were able to significantly improve the management of our commercial activities. Salesforce is structured around an improved contract and customer management based on a well-defined sales process and enables the enhanced management of sales performance through a clear set of key performance indicators. From a strategic standpoint, it delivers complete transparency, enabling our managers to make decisions on commercial matters and to direct the business in a more effective and efficient way. In the field it enables our people to access the latest information available through real-time reporting dashboards. The introduction of the Salesforce tool across Swissport's global operations is progressing according to plan. In 2019, the number of active users of the tool grew from 200 to 300.

## QUALITY MANAGEMENT

Swissport strives to deliver efficient, high-quality and globally consistent operations at 300 airports across the globe. It is our ambition to continuously enhance the service experience of our clients and their customers.

We have developed our own integrated management system, which conforms to current industry standards including the international quality management norm ISO 9001:2015 as well as the sector-specific IATA Ground Operations Manual (IGOM) and the ISAGO standard. The alignment of the Swissport Management System with the ISAGO and IGOM standards has been completed so that all locations working according to this management approach are automatically ISAGO-compliant. The Swissport headquarters will be subject to another ISAGO renewal audit in the fall of 2020.

We have also developed and implemented a "Swissport Auditor" training program to enhance the skills of our team members working in quality assurance. Moreover, we have digitalized our Swissport Management System as part of the standardization process and, in addition, consolidated and standardized the globally used checklists for turnaround, warehouse and other operational controls. In the future, we aim to enhance the tangibility of the new standards and the ways in which they positively impact Swissport's operations. This will allow our management to visibly monitor the results in real time.

## COMPLIANCE AND RISK MANAGEMENT

At Swissport, we foster corporate behavior based on honesty, integrity and respect for the law. Overall responsibility for issues regarding fair competition, anti-corruption and human rights lies with the CEO and the General Counsel & Company Secretary; the responsibility is further shared with regional managers.

The company's ethical and behavioral principles apply to our staff and to those acting on our behalf. The principles are explained in our Code of Conduct, which is supplemented by more detailed standards, directives and guidelines. The Code of Conduct is part of an induction package that is signed by every new employee. It was last updated in March 2019 and specifically states a zero-tolerance policy regarding any legal or ethical violations, including any forms of discrimination. Swissport is committed to a rigorous handling of non-compliance cases. We conduct risk assessments on a regular basis to identify and specify high-risk areas. Depending on the activities concerned such as procurement or collaboration with business partners, compliance risks are identified and appropriate mitigation measures defined.



You can read the full version  
of our Code of Conduct here

We urge our employees to report all violations of the Swissport Code of Conduct. "SpeakUp" is an external hotline which was introduced at Swissport in 2019. It enables all employees to report suspected violations, including reporting individuals who are believed to have violated, or who are suspected of preparing to violate, the Code of Conduct. SpeakUp includes both an online and telephone service that enables employees to report compliance concerns confidentially and anonymously. The hotline operates 24 hours per day, 7 days per week in more than 20 languages. Employees can access the hotline by e-mail, telephone or via a SpeakUp intranet page. In 2019, approximately 340 reports were made using the hotline. Every report was processed and investigated in accordance with our SpeakUp policy.

In addition to a group-wide communication campaign to support the launch of the SpeakUp portal in 2019, we have used posters to draw our staff's attention to the availability of the service and direct them to a dedicated intranet page. We also invite all our staff to a mandatory, web-based Code of Conduct training.





## DATA PROTECTION

Data protection is an additional focus of our attention in the area of corporate compliance. Swissport deals with customer data such as air freight documents and passengers' travel data – all of which makes careful handling of this information essential. Most of this personal data is handled electronically, which makes IT security one of Swissport's most crucial responsibilities within our data protection management activities. Our data center is certified according to the ISO 27000, and the relevant servers are located in Frankfurt, Germany.

Our data protection policy had been previously rolled out globally. The policy is part of a mandatory training course for all employees, which needs to be refreshed every two years.

## IT SECURITY

To ensure a secure and protected business, data and working environment, we continuously review, adapt and refine the information security measures which are in place across the global Swissport IT infrastructure. We work closely with Swissport units worldwide to ensure that the company's information is accurately classified and appropriately protected from cyber attacks.

To counter the constantly changing and evolving cybersecurity landscape, we have further increased our targeted security level. We have also implemented a strong emphasis on our supply chain and on embedding the foundations of good cybersecurity hygiene within the culture of Swissport through customized IT security awareness trainings for our workforce – our first line of defense against cyber attacks. The mandatory IT security awareness training for all IT users strengthens our resilience in the face of cyber attacks and helps us to prevent security incidents.

"We conduct training programs and emphasize the importance of IT security in multiple formats to ensure that a consistently high level of IT security awareness is maintained across the organization."

Giuseppe Genovesi – Chief Information Officer

The availability of our IT systems within our infrastructure continues to be a key focus, especially with the growing sophistication, volume and frequency of cyber attacks against Swissport. We have increased the frequency with which we review and test our systems to ensure that they are operating at optimum security and availability levels and continue to apply improvements aligned with best practice recommendations.

#### OPERATIONAL RISK MANAGEMENT

Swissport has established its operational risk management in accordance with the recommendations of the International Civil Aviation Organization (ICAO) for the development of an integrated management system. The incidents recorded in the Swissport Management Tool (SMT) provide a full and transparent incident history. The SMT has made the recording and reporting of accidents, unsafe conditions, unsafe acts and near misses easier and more

readily accessible. Real-time monitoring and notification are available to management. Swissport continuously promotes an open reporting culture.

In 2019, and covering 98 percent of our locations, we identified a total of 76,906 unsafe conditions and unsafe acts, which were prevented and reported in accordance with our just culture. To recognize colleagues who have gone above and beyond in their duties, Swissport promotes immediate recognition of a positive approach to health and safety. Last year, employees received recognition for 24,475 reported events. The recognition scheme helps build a sustainable safety culture, reduces the cost of accidents, improves customer satisfaction and provides a safer working environment for our front-line workers.

Risk management is key for delivering safe operations and providing a safe working environment. In 2019, Swissport started a 3-year

rollout program to deploy and implement the HIRA (Hazard Identification and Risk Assessment) program at all the locations across our global network. In 2019, we deployed the tools, necessary training and content covering our major operational risks. As of now, 491 local leaders have been trained in HIRA awareness, while 157 HIRA experts have been trained to support operations.

The success of our measures is reflected not least in the reduction of our aircraft damage rate: compared to 2015, aircraft damage per one thousand aircraft turns dropped by almost 20 percent.

#### AIRCRAFT DAMAGE

**-19.9%** 

2019 vs. 2015



## SUSTAINABLE SUPPLY CHAIN

At Swissport, we recognize the importance of sustainability and responsibility in our supply chain. It enables us to better manage the challenges arising from climate-related regulations, availability of resources and the personal safety and integrity of our employees and partners. By working closely with our suppliers, we enhance our risk management system, enabling us to ensure material availability and quality and thereby minimize reputational risks. Furthermore, by collaborating with our suppliers, we solidify our professional relationships while also strengthening stakeholder confidence. Throughout 2019, we worked with some 5,800 direct suppliers and 7,000 indirect suppliers. The procurement of goods and services amounted to 52 percent of our spending. It is our goal to continue to further sustainability beyond our own operations and to create resilient and responsible supply chains.

Commitment to sustainability in the supply chain at the executive management and Board levels is crucial for us. Our goals are set through a collaborative process involving all our stakeholders and include: the use of sustainability indicators in choosing suppliers; the avoidance of suppliers whose practices do not meet high human rights, labor, environmental or general standards, or violate our code of conduct; the adoption of a fair and open communication practice and regular monitoring of supplier performance.

As a signatory to the UN Global Compact, Swissport is committed to upholding high human rights standards and combatting all forms of human rights violations. Human rights are inherent to all human beings, regardless of gender, sexual orientation, age, nationality, ethnicity, language, religion, political ideology, disability or any other status and include such rights as freedom of opinion and expression without discrimination. Through various policy and certification stipulations, we require our suppliers to respect these human rights, to fully comply with the UN Declaration of Human Rights and the International Labor Organization’s (ILO) Core Conventions as well as to commit to non-complicity in any human rights abuses. At Swissport, we also acknowledge the legitimate role of trade unions and employee representatives and have established appropriate mechanisms to enable the effective representation of employees at our suppliers.

Environmental sustainability is very important to us. We encourage suppliers to promote an environmentally friendly production and delivery of services. The existence of an environmental

management system and adherence to environmental management standards, e.g., ISO 14001, are important assessment criteria when selecting suppliers.

The Swissport Supplier Code of Conduct must be recognized by all suppliers and is based on several key principles, including:

- Avoidance of child and forced labor
- Rejection of any bribery or corrupt behavior
- Environmental management
- Freedom of association
- Freely chosen employment
- Health and safety
- Human rights
- Non-discrimination

Using risk management and regulatory compliance solutions, we screen potential suppliers regarding human rights, environmental criteria or legal compliance before engaging with them. We also carry out additional research and

investigation procedures or audits to ensure that these potential suppliers comply with Swissport’s standards. For example, as we employ a large uniformed workforce, uniform suppliers are at the forefront of our human rights focus in the supply chain. Other relevant suppliers include ground support equipment manufacturers and cleaning services.

During the reporting period, no instances of non-compliance with our standards by any significant suppliers were observed.



## INNOVATION

Innovative thinking is key to our business success. We regularly review our processes, service portfolio and business model to identify opportunities where technology might help increase our efficiency, benefit our customers and support our employees in their striving for a high-quality service delivery.

### SWISSPORT'S APPROACH TO INNOVATION

Previously managed by a dedicated team, the innovation remit became an integral part of the Swissport Operating Model in 2019. We have anchored the responsibility for process digitalization in our operations and IT organization – because we consider operations to be the primary beneficiary, driver and main enabler of innovation. Working on innovation as a team, operations and IT have all the insights and skills required to develop and deliver tangible results.

Innovation projects are typically headed up by regional line management and supported by our Global Operations team. In the regions, innovation projects serve to improve internal processes. In a general sense, our Global Operations team supports the management of these projects, balancing regional needs and the global strategic roadmap. The team also reviews the long-term benefits of pilot projects and, if beneficial, supports their rollout to further locations.



## FIVE EXAMPLES OF INNOVATION

### 1

Swissport has been accelerating the handling of air cargo in its freight warehouses through the introduction of newly developed self-service kiosks. Truck drivers can directly log in at the kiosk and process all relevant information. Then they are sent a text message which assigns them a truck gate for the unloading of their cargo. Shipments can also be pre-announced, and slots can be booked via a web portal, allowing a smoother process for forwarders. The system is connected to many airport community systems, ensuring data accuracy and compliance. These digital innovations significantly reduce wait times and increase the quality of air freight data.

### 2

Together with the ETH Zurich spin-off company Auxivo, Swissport has developed and tested support gear for employees in physically demanding positions. The "LiftSuit" is a wearable exoskeleton that helps prevent musculoskeletal injuries in baggage handlers. After a thorough testing phase and improvements to the LiftSuit, it is scheduled to be introduced at the Basel and Zurich airports in Switzerland in the fall of 2020 with the aim of improving the comfort of wearing the suit. We were awarded the "Innovator Award 2019" for this innovation at the IATA Ground Handling Conference in Madrid, Spain.

### 3

In 2018, Swissport introduced "Springshot", software that enables us to digitalize our allocation processes at mid-sized airports. Springshot helps us control the resources in our live ramp and cleaning operations. As we continue to roll out the software to other locations, it is being further developed for use across our portfolio of airport ground services and air cargo handling.

### 4

A "ring scanner" is used at the gate to optimize the boarding process. It was initially implemented by Swissport at Zurich Airport in 2019. Together with a mobile device, the scanner is designed to speed up the boarding of an aircraft with the aim of reducing wait times at the gate and preventing tailbacks at the aircraft door. Swissport gate agents working with the mobile device can scan boarding passes with the ring scanner and move flexibly between different gate entrances, independently of the airport infrastructure.

### 5

We launched our intrapreneurship program FORWARD in 2019 with the aim of turning business ideas by Swissport employees into real products and services. It was initiated as a pilot scheme in Finland and Switzerland. The winning teams were professionally coached by experienced founders and management consultants to further develop their ideas before pitching their case to a Swissport senior management team. Particularly promising ideas emerged around baggage check-in and delivery as well as passenger engagement. One such idea, developed by a team from Swissport Geneva, is to offer an offsite baggage check-in facility for airline passengers. With the support of senior management, they have been working on a proof-of-concept.

"Going forward, our focus will be on a data-driven approach to standardize our processes with the aim of promoting creativity, unconventional thinking and, ultimately, useful innovation."

Giuseppe Genovesi – Chief Information Officer



# 3

**EMPLOYEES AND SOCIETY**  
INCLUSIVE STAKEHOLDER  
ENGAGEMENT



## FOSTERING DIVERSITY, EQUAL OPPORTUNITY AND POSITIVE STAKEHOLDER RELATIONS

Swissport seeks to establish a dynamic working environment – driven by diversity, commitment and a quest for quality and top performance. We offer interesting and competitive career opportunities and are committed to the highest standards for workplace safety.

### HUMAN RESOURCE MANAGEMENT

Swissport promotes a working environment that allows our employees to unlock their full potential. We support this by fostering and respecting cultural diversity and equal opportunity, and by encouraging positive employee relations.

In our experience, diversity is a value driver. At our Zurich head office alone, we employ 173 colleagues from 37 nations. A diverse employee population can also positively contribute to problem-solving abilities, professional experience, skill sets and overall creativity. At Swissport, we are convinced that the competition of ideas will lead to better solutions.

Consequently, there is no room and zero tolerance for discrimination of any kind in our company. We are committed to fair and equal employment

opportunities. Swissport's vision, our Code of Conduct (see "Sustainable Business" from page 22), the ten principles of the UN Global Compact and our commitment to a consistent high-quality service mirror our corporate culture and values.

We value individual skills and personal growth highly. To help our employees progress and leverage their full potential, we offer them a wide range of training opportunities along with targeted talent management for high potentials.

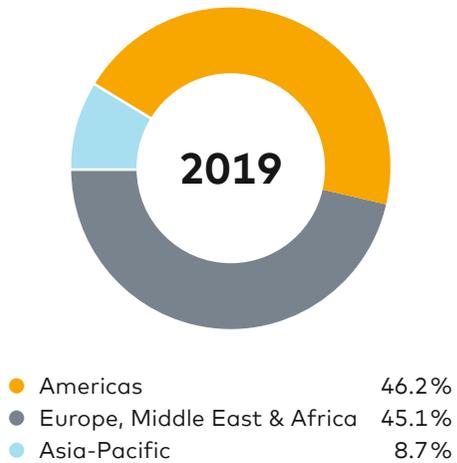
Occupational health and safety and the continuous reduction of workplace-related incidents and accidents have the highest priority at Swissport. We apply a mix of measures to sensitize employees to issues of health and safety and to train them to follow approved workplace procedures. We aim to apply the same high standards at our 300 locations across 47 countries.

## OUR WORKFORCE

As of 31 December 2019, Swissport had 64,189 employees (2018: 65,670). 33.9 percent of our workforce are women and 66.1 percent are men. While other genders are not systematically recorded, they are fully respected. 88.6 percent of our employees have permanent contracts. 45.1 percent work in the EMEA region, 46.2 percent in the Americas and 8.7 percent in the APAC region.

### HEADCOUNT SPLIT ...

#### ... BY REGION



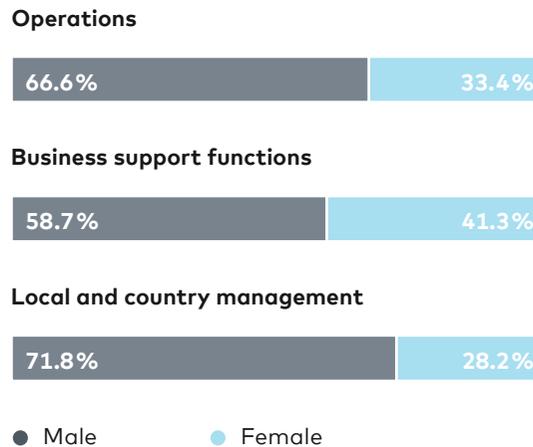
#### ... BY FUNCTION



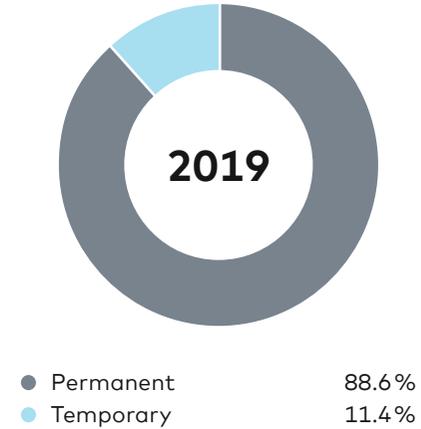
#### ... BY GENDER



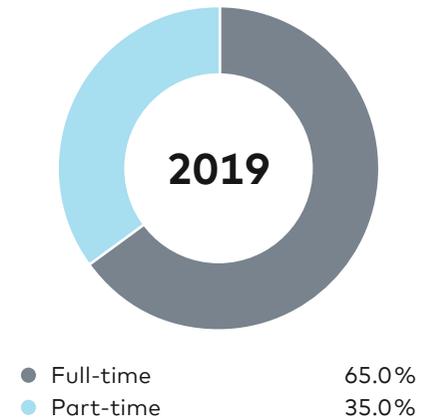
#### ... BY GENDER AND FUNCTION



#### ... BY CONTRACT TYPE



#### ... BY TIME WORKED



“Through dialog and targeted development, we challenge and encourage our employees to develop their full potential.”

Andreas Hugener – Chief HR Officer

Despite all the technology, tools and machinery we use in our company, it is ultimately our people who make the difference. Beyond learning the technical skills to do their job, our employees are trained to go the extra mile in interacting with our airline clients and in serving our clients' passengers as well as over five million visitors to our own 48 Aspire airport lounges.

One of our particular drivers for success is our standardized operating approach, which also includes best practice processes and procedures in Human Resources (HR). However, with operations in many different countries and on six continents, we must of course regularly adjust our global Swissport standards to meet national laws and local requirements.

Centers of excellence for learning and development, for compensation and benefits, for talent recruitment, as well as for labor

relations help ensure that our HR policies are consistent across the Group and can be relied upon as best-in-class services to our employees.

Our HR community includes a variety of experts who bring a broad range of qualifications to the task, benefiting both our workforce and our customers. Our Group HR colleagues are supported by local specialists to ensure smooth and effective HR operations and employee relations. While global projects are coordinated by Group HR they are often headed up by regional, sub-regional or local HR managers.

What is more, the Swissport HR global community stays closely in touch, exchanging information and insights on multiple interdisciplinary projects to facilitate global collaboration and a best-practice approach.



## STRENGTHENING DATA-DRIVEN HR MANAGEMENT

Swissport intends to strengthen its data-driven approach through highly interactive business intelligence (BI). In 2018, to ensure the timely and consistent availability of key performance data, HR introduced a uniform approach including Microsoft's market leading Power BI software for global reporting. Power BI features an HR dashboard that can satisfy global and regional business needs alike. Interactive reports offer ad hoc data exploration while meeting the needs of employees at various levels of the organization.

Together with Group IT and the global operations performance team, we have defined worldwide governance standards to maximize the use of the Power BI software, maintain controlled growth, leverage synergies and establish a professional user experience, such as through standardized reporting formats that are made available to a broader employee population in Power BI.

Power BI is of strategic importance for our organization. It gives Swissport a competitive advantage, enabling significant efficiency gains and continuous performance monitoring. We are excited to see how the breadth of content in Power BI will continue to grow.

## RECRUITMENT AND EQUAL OPPORTUNITY

As an "employer of choice," we aim to recruit committed employees with diverse backgrounds and qualifications. As we see it, their desire for continuous learning is as important as the skills or experience they bring to the task.

Impartiality and equal opportunities are cornerstones of Swissport's recruiting strategy. Our internal and external recruitment processes build on professionalism, quality and efficiency. We seek to give applicants and new employees an outstanding recruitment and induction experience, regardless of their role or geographic location in the world.

In our recruiting and hiring processes, we comply with all relevant legal requirements in the various jurisdictions. In compliance with the law and our own corporate Code of Conduct, we treat applicants equally, regardless of their gender, ethnic origin, race or color, marital status, religion or any other categories protected by law or our ethical principles. Needless to say, Swissport applies the same high standards to its existing staff. Discriminatory behavior of any kind constitutes a breach of our Code of Conduct and results in sanctions.

In 2019, we hired 28,548 new employees. 27,288 were deployed in operations, 1,083 in support functions and 177 in management roles.

## COLLABORATIVE LABOR RELATIONS

By the nature of our business, we are active in a complex and dynamic operating environment. Swissport employs a large, diverse global workforce operating in many countries under a wide variety of jurisdictions. It is paramount that we meet all legal obligations. With this in mind, we strive to maintain an open and stable working relationship with all our employees and their representative bodies, including workers' councils and trade unions.

With currently over 100 active formal collective labor agreements in over 20 countries, we have established appropriate frameworks to enable an effective staff representation, covering almost 60 percent of our global workforce.

Local and regional leadership teams are responsible for maintaining constructive and effective engagement with employees and their representatives, both through formal consultations with employee representatives and in direct exchange with employees themselves.

## PARTICIPATION AND COMMUNICATION

We are committed to regularly sharing information with all our employees. Since the majority of our employees do not have desk jobs, we decided to invest in a next-generation mobile solution to reach our staff via their personal mobile devices. We have also set up terminals on which employees can access internal information. This new, enhanced setup will serve the individual needs of our employees and foster a culture of continuous and open communication and dialog. We expect this to translate into significantly increased engagement and, ultimately, greater employee commitment and retention.

In its "good practice" database, Swissport has been collecting employee ideas which enable operational improvements. After a review by Swissport's Good Practice Committee, as well as by technical specialists and occupational health and safety experts, promising ideas are made available internally. The database currently contains 50 ideas that can be applied to the benefit of our customers, our employees and Swissport.

Examples from this database include process improvements for cargo, ramp and GSE handling and operation, as well as management process improvements around safety, training or HR. Our "lost-time-injury board" is one such example. It records and displays the number of incident-free days since the last incident. Teams strive to improve their previous score and achieve the goal of a zero-accident rate by continuously taking care to comply with all process rules and regulations and thereby minimize process deviations, as these could result in incidents and ultimately accidents. When a team improves its previous score, it is rewarded. Another example is the pre-departure checklist, a small card that employees keep on hand to ensure that every step has been completed and that the aircraft is ready for takeoff.

## TRAINING AND QUALIFICATION

By investing in training and development at all levels of the organization, we aim to support our employees in improving their qualifications. Our Global Training Unit develops and implements corporate technical training standards, while Global Learning & Development is responsible for processes and standards in performance assessment, talent management and leadership development.

### TECHNICAL TRAINING

For every 100 hours worked, Swissport invests in 2.8 hours of training for our operational employees, including basic training, specialized qualifications and refresher courses. This technical training follows a modular approach and covers generic training topics such as human factors, fire prevention, active supervision, health and safety, hazardous goods, and security. The training also meets all training and qualification requirements for the execution of the operational core services offered by Swissport. Whenever an employee completes a training unit, this is recorded in a global system.

### LEADERSHIP DEVELOPMENT

Being an effective leader requires managerial, interpersonal and functional skills and qualifications. Swissport's leadership programs aim to create a common understanding of leadership concerns and principles and to further improve leadership at all levels.





We currently have three programs in place: "Active Supervision," a training program for frontline supervisors, aims to improve the mastering of leadership challenges in daily operations. The "Active Leadership Program" (ALP) is a signature Swissport leadership development program which helps first-line and middle managers to reflect upon their abilities in the current business context, define their personal development journeys and improve their leadership performance. Senior and executive leaders create a tailored agenda for the "Senior Leadership Program" (SLP) with the goal of maximizing the business impact of this program. The SLP strengthens transformational expertise, which can then be applied to complex business cases during the program.

In 2019, 600 managers (30 percent female, 70 percent male) embarked on their 3- to 4-month ALP learning journeys. Since ALP was launched in 2018, a total of 1,100 managers have been nominated to begin their development journey. To date, 500 of these managers have been certified. The ALP program includes a mix of formats, including online sessions, self-study options, classroom lessons and peer coaching. It is conducted by internally certified trainers.

### **PERFORMANCE REVIEWS**

Performance management, which includes goal setting, feedback and review, takes place at most Swissport entities. While Group HR initiates the process for a global population of 2,500 employees, from a certain management level upward, local performance management processes cover employees at lower management levels. This has been shown to lead to inconsistency in the performance management process.

Since the beginning of 2020, Swissport has been working on a refined performance management process to overcome such issues. Moreover, a new HRIS (Human Resources Information System) is expected to contribute to the implementation of a coordinated process at global level. It will be introduced gradually and applied to 2,000 managers for the first time in the course of 2020/2021.

## COMPENSATION AND BENEFITS

Our compensation strategy reflects our aim to be a competitive and fair employer. Swissport offers its employees equal opportunities in terms of recognition and career advancement. Compensation is based on the nature and responsibilities of the role and the required skill set, along with the qualifications and relevant experience an individual brings to their specific role.

We pay competitive salaries in line with the respective local market conditions as well as with our internal compensation structure. We use benchmarking surveys to ensure that the total target compensation and benefit packages are competitive at every level of the organization, while respecting internal pay equity. In line with Swissport's compensation strategy, we are committed to establishing full parity between employees working in comparable positions.

Swissport rewards outstanding individual contributions to the company's business performance with success-related salary components, which are reviewed annually. Global guidelines for management compensation are complemented with local incentive systems for our non-managerial employees.

Swissport regularly assesses its employment terms and conditions as well as local salary packages and incentive systems to ensure their compliance with corporate standards and local employment laws.

## HEALTH AND SAFETY

It is our goal to be recognized as the health and safety leader in airport ground services and air cargo handling. The highest standards for occupational health and safety are a prerequisite for the delivery of consistent top-quality service and our long-term business success. Swissport works relentlessly to achieve its targets of zero accidents and zero work-related injuries or illnesses. We are fully aware that this requires constant focus, experience and the highest safety standards.

Swissport pursues a "Just Culture" philosophy and is committed to the full disclosure of any unsafe acts, conditions, incidents or accidents. Reports on such events are collected and analyzed continuously to prevent similar incidents.

### REDUCING HEALTH AND SAFETY RISKS

Our global standards for Quality, Health, Safety, and Environmental Management are aligned with international industry standards (e.g. ICAO, IGOM, ISAGO and ISO 9001:2015). They set a framework for improving quality and providing services in a safe, efficient and sustainable manner, which meet and exceed the expectations of our customers and other stakeholders.

"The human factor is incredibly important in the aviation environment, regardless of function. It is all about keeping the team, the clients and the passengers safe."

Cassandra Agenson – Recruitment Coordinator

To ensure compliance with those standards throughout the Swissport network, we have implemented an integrated management system at all our locations worldwide. In 2018, our head office and our team in Seattle implemented the new ISAGO standard (IATA Safety Audit of Ground Operations), which assesses the management and oversight systems of ground service providers. Since then, 19 Swissport locations and the head office have been ISAGO-registered. In addition, our Swissport Management System achieved ISO 9001:2015 certification in 2019.

Real-time information is available to the management via the Safety Reporting Management Tool (SMT). It helps us to identify, analyze and visualize incident trends and major risks and take corrective action to mitigate or reduce these risks if and when it is required.

In 2019, we also deployed our "Swissport Auditor" program, with the goal of familiarizing internal auditors with the Swissport Management System and enabling them to develop their auditing skills at a global, regional and local level. So far, 243 Swissport employees have been trained.



## SHARED RESPONSIBILITY

Swissport has a dedicated team of experts who focus on "Quality, Health, Safety and Environment" (QHSE). However, safety and all other aspects of QHSE must not be delegated. While the overall accountability ultimately rests with the Board of Directors and the Group Executive Management, the utmost attention and focus by every manager, every team leader and every frontline worker is required in the daily service delivery. Our staff receive extensive safety training regarding their specific work area. We promote a thorough understanding of their responsibilities and encourage them to stop unsafe tasks whenever necessary to prevent incidents. Standard training programs offered at all Swissport locations include security, health, safety and environmental aspects. In 2019, refresher classes on business and safety-critical issues were provided to 74 percent of our line managers and 100 percent of our QHSE personnel. In addition, the global and regional leaders of Swissport attended crisis management training courses.

## LOST-TIME INJURIES (LTIFR)

**-29.3%** 

2019 vs. 2015

## TARGETS FOR GREATER SAFETY

Even with the most rigorous regulations and regular safety training, not all accidents can be prevented. However, we will continue to work relentlessly towards our zero-accident target. By addressing any deviations from our agreed-upon standard procedures, we aim to detect safety risks at their source, which allows us to implement remedies before incidents or accidents occur. By the end of 2020, we aim to reduce our lost-time injury frequency rate (LTIFR) by 50 percent compared to 2015. In 2019, the LTIFR was 29.3 percent lower than the figure for 2015.

Despite all efforts and the commitment of our employees and managers to our goals, incidents still occur. In June 2019, we suffered a fatal loss at our Tel Aviv, Israel, site. Our colleague, a highly experienced Ground Support Equipment (GSE) manager who had been with Swissport for many years, was fatally injured while performing maintenance work on a GSE vehicle. A second GSE Operator was seriously wounded in the same accident.





### EMPLOYEE HEALTH DURING THE COVID-19 PANDEMIC

The Covid-19 pandemic has led to an unprecedented disruption of the aviation industry, with a sharp and protracted decline in global flight volumes. This has depressed Swissport's passenger service and ramp handling volumes and led to a significant, albeit somewhat less dramatic, drop in air cargo tons handled.

Not only has the crisis impacted the business, it has also changed the way we work at airports and in our offices around the world. The health and safety of our employees, our partners and the passengers we serve on behalf of our airline customers have always been our top priority. Swissport's hygiene measures and safety protocols are in accordance with the recommendations of the World Health Organization (WHO) and national authorities and airports. At Swissport, we are prepared for all foreseeable scenarios and have implemented appropriate protection protocols.

We encourage and regularly remind our employees to comply with hygiene regulations and wash or disinfect their hands regularly, to practice social distancing, and to work from home if possible. Where physical distance cannot be maintained, protective masks are also recommended and available at the workplace. For our staff who work in close contact with airline passengers, special safety measures, such as protective screens, have been introduced by some airport partners. Swissport employees who work on the ramp or in cargo handling have been instructed to clean their vehicles before and after use. The same applies to all other work surfaces, electronic devices and equipment.

## CORPORATE CITIZENSHIP

Beyond their day-to-day business, Swissport employees are encouraged to actively practice social responsibility – primarily through local initiatives for the public good. The local Swissport management decides independently, if and how to organize and support charitable activities or longer-term projects that meet a diverse range of needs in their local communities.

### CHILDREN'S SHELTER IN CYPRUS

Swissport Cyprus has been organizing fundraising events for the Children's Smile Foundation since 2012. Through these events, the local Swissport team has helped the Foundation raise money to support a children's shelter in Larnaca. Swissport staff painted the shelter and planted fresh grass in the playground. In 2019, a bake-off competition was held to raise funds for new furniture. In addition, Swissport has been inviting the children from the shelter to the annual Christmas party where they received presents from Santa. Thanks to the team's fundraising efforts in 2017 and 2018, a much-needed bus could be purchased.





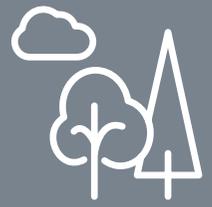
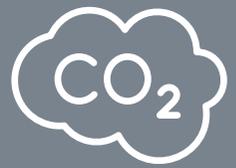
### **CARE FOR TRAVELERS WITH SPECIAL NEEDS IN AUSTRALIA AND NEW ZEALAND**

Swissport teams in Australia and New Zealand have a long history of working with local charities, with a focus on ensuring safe and comfortable air travel for all passengers. The projects include initiatives at several airports allowing families affected by autism to "practice" air travel before they board an actual aircraft. Air travel can be a challenging experience for individuals affected by autism and also for those accompanying them.

Swissport has also collaborated with Spinal Life Australia to improve air travel for passengers with spinal injuries. As part of this partnership, we donated special wheelchairs to spinal injury units of local hospitals. The wheelchairs, also referred to as aisle chairs, are used while boarding an aircraft to navigate the narrow aisle and access the assigned seat more easily. Swissport has invited Spinal Life members to meet the Brisbane Airport leadership team with the goal of improving awareness around various spinal injuries and learning more about the needs of people with a physical disability.

### **SUPPORT FOR THE AIRPORT AVIATION SCHOLARSHIP IN CURAÇAO**

Since 2016, Swissport Caribbean has been sponsoring an annual charity golf tournament, organized by Curaçao Airport Partners. The main objective of the charity tournament is to support and promote local awareness and education in the aviation industry and to provide more opportunities for local students to develop their careers in the field of aviation. Curaçao Airport Partners provides funds from sponsorship and donations through the CAPability Foundation. The goal of the CAPability Foundation is to contribute to the further development of the community in a variety of areas, including culture, historical and artistic heritage, sustainable development, science, technology, innovation – and much more.



4

# **ENVIRONMENT**

BRINGING ENVIRONMENTAL  
RESPONSIBILITY TO LIFE



## MITIGATING OUR IMPACT ON THE ENVIRONMENT

We take active steps to reduce any adverse effects our operations may incur on the environment. We are relentless in our efforts to increase resource efficiency, improve planning, establish lean processes and continuously invest in modern and environmentally friendly equipment and infrastructure.

### ENVIRONMENTAL MANAGEMENT

Environmental care is an integral part of our planning and decision-making processes. We work to continuously improve our environmental management system and commit significant resources to environmentally friendly projects and initiatives. Our focus remains on environmental care – both in the management of our facilities and in the natural resources we rely on – and we are committed to continuously reducing the environmental impact of our operations. One of our most prominent initiatives is our commitment to increase the share of electrically powered Ground Support Equipment (eGSE) in our fleet to at least 50 percent by 2025. We work on preventing pollution, encourage proper waste handling and disposal, minimize waste generation, and recycle and reuse waste materials wherever feasible.

Environmental management is part of our comprehensive Quality, Health, Safety and Environment (QHSE) management system. Swissport has a dedicated team of experts who focus on QHSE.

However, safety and all other aspects of QHSE must not be delegated. While the overall accountability ultimately rests with the Board of Directors and the Group Executive Management, the utmost attention and focus by every manager, every team leader and every frontline worker is required in the daily service delivery.

As part of our commitment we are currently refining our environmental management system to ensure compliance with ISO 14001:2015 and expand it to cover all business areas. Completion is scheduled for 2022. The new system will enable us to improve our internal and external reporting, and significantly increase our contribution to environmentally responsible operations at the airports we serve.

Active stakeholder relations are also an important means of achieving our environmental goals. We maintain an open dialog with our customers and employees, as well as with airports, in an effort to understand their needs and define compatible goals. Through our work on international committees, we promote good environmental practice in our sector.

As an active member of the ISAGO Council, we are helping to shape an environmentally compatible and socially responsible future for aviation in general, and for ground handling in particular.

Swissport complies with all local environmental laws, regulations and standards. During the reporting period, Swissport was neither involved in any rulings nor held liable for non-compliance with environmental regulations.

#### **EMPLOYEE RESPONSIBILITY**

In their leadership role, our managers are expected to ensure that their teams are aware of the policies and procedures associated with Swissport's environmental guidelines. Managers are also required to monitor policy implementation in their area of responsibility and to ensure that employees understand the need for continuous improvement in that field.

All the policies and regulations aside, environmental protection is, more than anything, the personal responsibility of every employee. While we meet all the requirements of the Swissport Management System along with relevant policies and procedures, we are aware that accountability for individually assigned areas of responsibility cannot always be delegated exactly as described in the Swissport Management System. Acting in a professional, safe and

environmentally responsible manner is a shared responsibility. Ultimately, we are all responsible for understanding our duties, for being appropriately trained for our roles and for complying with Swissport operational standards. Swissport staff at all levels are expected to directly intervene – where appropriate – to prevent environmental incidents. With the annual QHSE award in the environment category, Swissport promotes initiatives that address environmental issues related to resource use and emission reduction.

#### **ENVIRONMENTAL IMPACT**

We have identified three main drivers for Swissport's environmental impact: operational, managerial and behavioral. The greatest and most influenceable impacts can be found in our Ground Support Equipment (GSE) area, which is why we are focusing our environmental protection activities there.

As is typical in our industry, the operational areas interface directly with local airport infrastructures. Swissport operates within the limitations of the locations and assigned infrastructures and, where necessary, adapts its processes to those prescribed by the local authorities. For example, our waste management services are mostly limited to collecting and separating waste from aircraft cabins, while the local airport operator is responsible for the disposal and recycling.



## FUEL EFFICIENCY AND EMISSIONS

For years now, we've deployed electrically powered and hybrid GSE (eGSE) wherever possible. Not only does eGSE decrease toxic exhaust emissions and reduce our carbon footprint, but it also leads to significant fuel cost savings. By the end of 2019, 15.3 percent of the equipment being used in Swissport's fleet was made up of electrically and hybrid powered vehicles. Our goal is to increase this share to at least 50 percent by 2025.

Nonetheless, as with all next-generation equipment, eGSE also comes with challenges. Electric equipment requires appropriate battery charging facilities. Where these do not exist, Swissport engages with the relevant airport authority to work collaboratively in getting them installed. There are also some technical limitations, as not all eGSE offers the right operational versatility. So, despite our willingness to use eGSE more widely, it is not yet always possible. These challenges are also reflected in regional differences; for example, over 70 percent of our eGSE is used in the EMEA region.

Despite these challenges, Swissport aims to procure electric equipment wherever technically feasible and economically viable. Equipment types range from small baggage tractors to heavy aircraft pushback and towing tractors and from small utility vehicles to airport passenger buses. In our largest GSE category, baggage tractor units, some 51 percent of our 2019 purchasing volume went towards electric vehicles.



In addition to eGSE, Swissport is exploring different ways of improving the environmental performance of its equipment. To allow for our GSE to be used as efficiently as possible, we plan to install telematic systems. This will help us to rightsize our fleet, maximize utilization and reduce engine idle running times (engines running while equipment is not in use). This is achieved by sending alerts to relevant equipment managers at predefined times, notifying them that engines are running unnecessarily.

Furthermore, our fleet includes GSE and vehicles that are powered by other more environmentally-friendly sources, too, such as liquefied petroleum gas (LPG) and compressed natural gas (CNG). Their greenhouse gas emissions are far lower than that of diesel or gasoline and thereby help to decrease our carbon footprint. In 2019, 18.9 percent of Swissport's GSE was eco-powered through electric, hybrid, LPG or CNG power sources.

#### SHARE OF ELECTRIC AND HYBRID GSE<sup>1</sup>

**15.3%**

2019

**15.0%**

2018

**14.1%**

2017

#### SHARE OF ECO-POWERED VEHICLES

**18.9%**

2019

**18.3%**

2018

**17.3%**

2017

<sup>1</sup> In the context of setting a specific goal for eGSE vehicles, we have also improved our equipment database. In contrast to the absolute numbers for eGSE stated in the previous sustainability report, we therefore must correct the values stated there. The correct numbers for eGSE vehicles are as follows: 2017: 1,846 / 2018: 2,155 and 2019: 2,279.

## ZERO-EMISSION BUSES SHINE AT BRISBANE AIRPORT

In September 2019, Swissport's electric bus operations at Brisbane Airport in Australia took the spotlight at the International Zero Emission Bus Conference, the premier event for e-bus know-how and industry collaboration.

Along with professionals from a variety of transport authorities, Swissport Australia was invited to speak by the Center for Transportation and the Environment (CTE), a US-based non-profit organization committed to reducing environmental pollution and fossil fuel dependency.

We were thrilled to see how intrigued global transport experts were with Swissport's e-bus operations. The presentation focused on the challenges Swissport faced as the first organization to deploy e-buses in Australia and the critical importance of driver training.

In the run-up to the event, CTE representatives received further information on Swissport's bus operations at Brisbane Airport. "They were impressed by how we implemented our electric fleet here in Brisbane and asked us to share our experience on how to successfully deploy 1-for-1 diesel to electric," says Luke Morrison, former Swissport Operations Manager in Brisbane.

As more cities and countries ramp up their climate change mitigation goals in accordance with the Paris Agreement, airport authorities are among many organizations turning to e-mobility as a key lever of success.



## EMISSIONS FROM OUR LOCAL AIRPORT OPERATIONS

Our plan to introduce an ISO 14001-aligned management system aims at reducing fuel consumption and emissions at our many operations around the globe. To verify a successful implementation, comprehensive basic data must be collected and consolidated. With currently some 300 airport locations worldwide, this is a very ambitious undertaking, and we expect some challenges in collecting complete and comparable data group-wide. As a starting point for determining our carbon footprint at the local level, we estimated the respective carbon emissions for 22 locations in Switzerland, Morocco, the Netherlands, Finland and Cyprus. The estimate was based on the fuel consumption of our GSE, heating and the use of electricity by our electric fleet and in our offices. The results are based on uniform emission factors (EF) for fuel and country-specific (i.e. location-based) emission factors for power (see more about the report on page 72).

At Swissport we are continuously working to improve our data quality and availability when it comes to our carbon footprint. For the next reporting year, we plan to include additional locations in Mexico, Australia, Spain and Tanzania.

**CORPORATE CARBON FOOTPRINT 2019:**

Total CO<sub>2</sub>-equivalents in metric tons<sup>1</sup>

**SCOPE 1<sup>2</sup>**



● Fleet	13,195
● Heating	390
<b>Total</b>	<b>13,585</b>

**SCOPE 2<sup>3</sup>**



● Electricity LB <sup>4</sup>	2,879
● District heating	739
● Electricity for vehicles LB	158
<b>Total</b>	<b>3,776</b>

**TOTAL EMISSIONS**



● Scope 1	13,585
● Scope 2	3,776
<b>Total</b>	<b>17,361</b>

<sup>1</sup> 22 Swissport operations included (location-based<sup>4</sup>)

<sup>2</sup> All direct emissions occurring from sources that are owned or controlled by Swissport

<sup>3</sup> All indirect emissions occurring from the generation of purchased energy (e.g., electricity and heat) consumed by Swissport

<sup>4</sup> LB = location-based: average country-/region-specific emission intensity factors of energy source



## ENVIRONMENTAL PROTECTION ON THE RAMP

Fuel efficiency and emissions reduction are the biggest levers for reducing our environmental impact. However, a number of other aspects of our operations also play an important role. While we can control some of these areas, there are others where regulations differ greatly across the globe or where we must rely on existing airport infrastructures. Because of the heterogeneity of conditions at airports, Swissport has not yet been able to set global standards in every field of environmental protection. However, we are pursuing a variety of local measures, for example to reduce and improve the use of waste streams or activities to minimize our impact on biodiversity.

### DE-ICING AND ANTI-ICING

For the de-icing of aircraft, large quantities of glycol are typically used. Although pure glycol has a very low toxicity and rapidly breaks down within weeks in soil and water, Swissport continues to optimize the use of this substance. As a standard, Swissport uses a glycol mix to keep the required amount of glycol to a minimum. We frequently mix the glycol with biodegradable carbon-based de-icing agents that can be applied through sprinkler systems. The use of this type of glycol mix, however, depends on national laws and local regulations.



At Munich Airport in Germany, 70 percent of the glycol used comes from recycled glycol. The recycling facility and process belong to the airport. The waste water from de-icing operations is treated according to its degree of contamination: Low-contaminated waste water is channeled into retention filter basins, while medium to highly contaminated waste water is cleaned through biodegradation and distributed through sprinkler systems. Very highly contaminated wastewater, which is only found on the central de-icing stands, is pre-treated and returned for recycling.

### FUELING

Swissport is fully committed to meeting its customers' into-plane and GSE fueling and fuel storage needs in a manner consistent with a clean environment. It is our duty and our aim to prevent any fuel releases – our key environmental concern in this field of our operations. To ensure that we eliminate potential fuel releases at the airports we serve, Swissport has implemented various environmental policies and procedures which are an integral part of our training and daily operations.

All incidents are to be reported and investigated. In the case of a major release and depending on the type of material, an emergency plan must be activated. This plan is managed locally in line with the emergency plan of the specific airport.

### TRANSPORTATION AND BUSINESS TRAVEL

Web conferences are viable alternatives to work related travel. However, business travel – and air travel in particular – also has clear benefits, especially for a global player like Swissport. Traveling by train is an option in parts of Europe and Asia, but many journeys between our 300 locations worldwide can only

be reasonably undertaken by air. Swissport managers and staff usually fly economy class, particularly on continental flights, as this is more space- and weight-efficient and therefore more ecologically favorable.

We also encourage our staff to use public transportation for their commute to and from work. To reduce the need for a car, we subsidize rail passes in several countries including Switzerland.

### GLOBAL QHSE AWARD FOR THE ENVIRONMENT

In 2017, Swissport launched its internal QHSE award to further raise awareness around QHSE-related issues throughout the company. The purpose of this award is to recognize outstanding employee achievements, and to inspire others. One of the four eligible nomination categories is for environmental achievements. Last year, our team from the GSE workshop at Sao Paulo Viracopos Airport, Brazil, introduced a new waste management system to separate and properly handle waste – such as lubricants, discarded parts and contaminated cloths – and correctly manage equipment washing systems with water-oil separators. The team won our QHSE award and was officially recognized with the "Green Seal."



## ENVIRONMENTAL RESPONSIBILITY IN THE OFFICE

Swissport's administrative units do not have a notable environmental impact and we currently do not have a centralized environmental policy for our office workspaces. Even so, Swissport is intent on keeping the environmental impact of its offices to a minimum by promoting local initiatives and learning from such initiatives. Local Swissport teams, as well as the team at our company headquarters, are encouraged to reduce their energy consumption and optimize their material and waste management as much as possible. As we see it, success in this area depends on everyone involved.



### GOOD PRACTICE EXAMPLES

#### OSAKA (JAPAN) – "GREENER" TRAINING

At Kansai International Airport in Japan, the training center project team developed a solution to minimize the negative environmental impact of its training sessions. The significant volumes of printed materials previously used by the training facility were replaced with tablets.

The introduction of the tablets has been a success story on many levels. Thanks to the new devices, the center was able to cut costs, has established a far more modern look and reduced its ecological footprint. This shift has saved some 243,000 sheets of paper – the equivalent of 1.2 tons or 27 trees in 2019. In addition, increased efficiency was achieved through the new solution, along with higher engagement rates among participants.

Swissport Japan plans to further leverage the project by introducing tablets to make all corporate policies and manuals available at its locations across Japan, thus further reducing paper consumption.

#### SEATTLE (USA) – INCREASING ECO-AWARENESS

The city of Seattle is a national frontrunner when it comes to recycling, and we're doing all we can to live up to this standard at the airport, too. To kick off our "Greener Goals" campaign, the local Swissport team implemented the policy-to-practice of minimizing natural resource consumption by issuing a dozen LCD writing tablets to our administrative team to replace the use of paper. Not only has this had an environmental impact, but it has likewise proven to be a good way of increasing eco-awareness among the staff. We're hoping to see even more impact in 2020 as we expand the campaign.





5

ANNEX

## ABOUT THE REPORT

The present report is Swissport's sixth annual sustainability report. It focuses on 2019, with more recent events occasionally also covered.

The aim of this report is to provide stakeholders with relevant and transparent information about our sustainability performance, including management systems and selected KPIs.

The topics for this report were defined through a materiality analysis, which included the engagement of various stakeholders. For more information on our materiality analysis and our key sustainability topics, please refer to page 26.

To determine our carbon footprint at the local level (for 22 operations), the following emissions factors (EF) were used for various sources:

- Fuels: all DBEIS 2019
- Electricity, location-based: DBEIS 2019, Morocco (Swissport, from National Ministry of Energy) and Cyprus (Moro and Lonza, 2018. Retrieved from: <https://www.sciencedirect.com/science/article/pii/S1361920916307933>)
- District heating: all DBEIS 2019 except Zurich (Swissport, from Flughafen Zürich AG)
- Natural gas: Switzerland, Netherlands and Finland, DBEIS 2019; others, world average DBEIS 2019
- Cooling: Zurich (Swissport, from Flughafen Zürich AG)

Swissport's 2019 Sustainability Report was developed in accordance with the Global Reporting Initiative (Core option). The GRI Sustainability Reporting Standards (GRI Standards) are the first and most widely adopted global standards for sustainability reporting. We plan on expanding our coverage of relevant GRI Standards with each subsequent report. The GRI Content Index of this report can be found online at [www.swissport.com](http://www.swissport.com).

Swissport is a signatory to the United Nations Global Compact. This document therefore also serves as our annual progress report to the UNGC.

The editorial deadline was 31 August 2020.  
The next report will be published by mid-2021.

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## CREDITS

### **Published by**

Swissport International AG  
Christoph Meier  
Head of Group Communications

### **Editorial team**

Maria Künzi, Editor-in-Chief  
Stefan Hartung

### **Concept, text and design**

akzente kommunikation und beratung GmbH, Munich, Germany  
DennerleinBrands GmbH, Frankfurt am Main, Germany

### **Photos**

Wolfgang Armbruster/Blendwerk Freiburg, Freiburg, Germany  
Philip Böni/Eyedentity GmbH, Zürich, Switzerland  
Abigail Harman/Abigail Harman Photography, Perth, Australia  
Stephen Kariuki Kamau/Light in Captivity, Nairobi, Kenya  
Mitsushige Kida/C4.inc, Osaka, Japan  
Oliver Rösler/oro photography, Rödermark, Germany

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## CONTACT

Swissport International AG

### **Maria Künzi**

Communications Manager  
P.O. Box 5  
8058 Zurich-Airport  
Switzerland

+41 43 815 00 22

group.communications@swissport.com



