



Sustainability Report

FY2022

SiteMinder Limited
ACN 121 931 744

CEO Message



Sankar Narayan
CEO and Managing Director

Dear Investors,

We are pleased to present SiteMinder's first Sustainability Report, highlighting the business's sustainability performance and policies for the twelve months to 30 June 2022 (FY22).

The last three years have marked one of the most disrupted landscapes experienced by the global travel sector in our lifetimes. Adaptability and resilience have been the hallmarks of the Company's performance during that period, with our revenues only declining 5.7% at the height of the COVID-19 pandemic (FY21 vs FY20, constant currency). These same characteristics will be foundational to our reacceleration as we start the new financial year with an improving macro environment in travel.

Central to our adaptability and resilience has been our commitment to executing against the company's key ESG factors. To this end, I am proud to share the following highlights:

- **Environment** - during FY22, we fully offset our 2021 emissions through the purchase of 1,800t of carbon credits and completed the transition of the Sydney head office to 100% GreenPower (effective 1 July 2022). We also formalised a relationship with an emissions measurement and reduction partner to help us move towards the certification requirements of Net Zero.
- **Social** - the diversity of our workforce helped shape the decisions made in early 2020 that positioned the business to deal with the COVID-19 pandemic. The input from our diverse workforce will be key to our reacceleration, and we are pleased to make a commitment to promote gender diversity and achieve 40/40/20 by 2024.
- **Governance** - during FY22 we had the pleasure of welcoming Pat O'Sullivan, Jenny Macdonald, and Kim Anderson to our Board. Their backgrounds, experience, and track

records as senior executives and non-executive directors will contribute significantly to our Board's capability, diversity and independence. We remain focused and committed to further increasing the diversity and independence of our Board over time.

None of the achievements highlighted would have been possible without the outstanding efforts of our team members over the last few years, who have pushed through some of the toughest personal and professional challenges to help us execute our sustainability initiatives. Our achievements would also not have been possible without the support from our founders, customers, and of course our investors. We hope you find this report useful in understanding SiteMinder's sustainability efforts and we look forward to your continued partnership as we build upon the progress made to date.

A handwritten signature in black ink, appearing to read 'Sankar Narayan', with a long, sweeping underline that extends to the right.

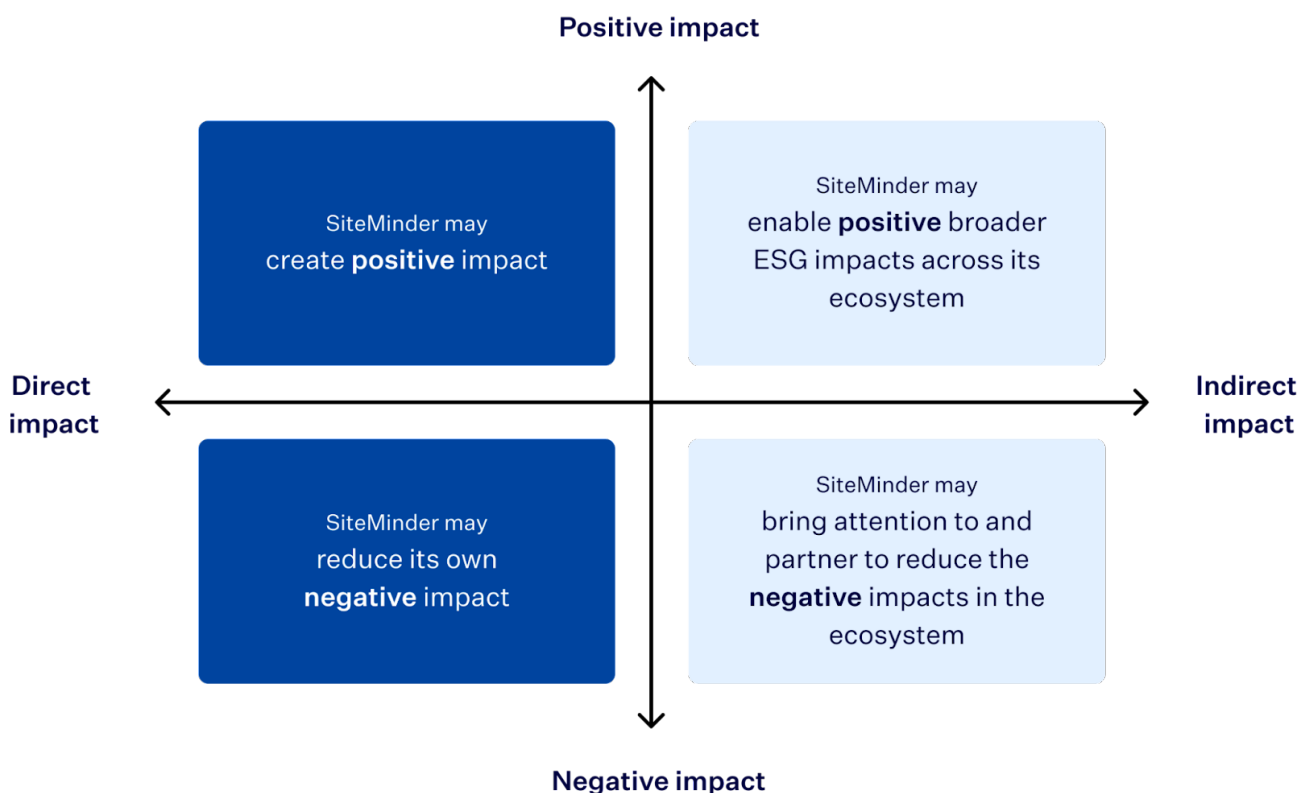
Sankar Narayan
CEO and Managing Director

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1. SiteMinder's Position

At SiteMinder we view ESG as core to our purpose and ways of working, and commit to being open and transparent with our internal and external stakeholders as we continue the journey to amplify our positive impacts.

In 2021, we conducted a review to identify and prioritise our most material ESG factors and where we have the greatest opportunity to make a difference. Our approach was informed by the framework below, which considers the direct and indirect impacts of our business.



This process also included peer benchmarking, a review of macro-trends relevant to our business and ecosystem as well as a workshop with the Executive team. Through the process of formalising our approach to ESG, we have come to a shared understanding of where we are making good progress and where the gaps are.

We are committed to engaging with our stakeholders to validate and explore new opportunities and utilise our position in the ecosystem to make a positive impact. We are committed to structuring an ongoing program of work to improve our ESG impacts and report annually on our progress.

The key material ESG factors that we are focusing on include:

- **Environment:**
 - Energy and carbon footprint

- **People and Social:**
 - Diversity & inclusion
 - Talent attraction and retention
 - Health and wellbeing
 - Community investment
 - Modern slavery and respect for human rights

- **Governance:**
 - Board structure and independence
 - Code of conduct
 - Compliance
 - Customer privacy and data security

This statement is neither the beginning nor the end of our ESG journey, but a milestone. We are adopting a formal and public-facing ESG statement to allow us to manage and increase our positive ESG impacts, including creating value for all our key stakeholders (shareholders, employees, customers, consumers, and local communities), while supporting business growth. We have commenced a process to identify target customers and communities where we can amplify our positive ESG impact, and ways we can support them. In addition to our impact across the travel and tourism ecosystem, we are committed to managing our internal operations and activities in a manner which demonstrates industry-leadership in ESG matters.

The Board has ultimate oversight of and accountability for ESG within SiteMinder. The CEO and executive team are accountable for the development and execution of SiteMinder's ESG strategy. The Chief of Strategic Operations will be the executive sponsor responsible for coordinating ESG efforts. There will be representation from across the executive team to embed ESG across the business. We will also encourage the involvement of all employees, working collectively to scale our impact. We expect that as our approach to ESG evolves, our governance structure will also evolve to reflect the business needs and expectations.

SiteMinder's ESG policies are available on SiteMinder's website at:

www.siteminder.com/investor-relations/policies/.

SiteMinder's annual report for the Reporting Period (**Annual Report**) and a copy of this ESG statement is available on SiteMinder's website at <https://www.siteminder.com/investor-relations/reports/>.

This Statement was approved by the Board on 22 August 2022 and is current as at 23 August 2022.

2. Environment

Our environmental initiatives at SiteMinder have focused on energy consumption and carbon footprint. While SiteMinder is not an emissions intensive business, we recognise the importance of taking a proactive approach to managing our impact and doing our part in the transition to a low carbon economy. We also recognise that there are both physical and transition risks and opportunities to our industry associated with climate change.

We have in-place a number of initiatives to minimise our energy consumption and carbon footprint:

- SiteMinder's Sydney head office has transitioned to 100% GreenPower as of 1 July 2022.
- SiteMinder leases shared spaces in Manila, London, and Dallas. Our London space is powered by 100% renewable energy, and we are working on increasing visibility of our electricity consumption in our other shared spaces.
- SiteMinder uses Amazon Web Services (AWS) to store our cloud data. Compared to the median of enterprise data centres surveyed, AWS is 3.6 times¹ more energy efficient and has a 88%¹ lower carbon footprint. Amazon is also moving steadily toward achieving its company-wide goal of using 100% renewable energy by 2025².
- Business travel is a critical part to many of our employee's roles. However, we will complement this with virtual solutions where possible, and track and offset our carbon emissions associated with business travel.

In early 2022, we completed measurement of our carbon emissions (primarily electricity) related to our direct operations, our use of third-party operated data centres, and employee business travel for the calendar year 2021. We fully offset these 2021 emissions through the purchase of 1,800t of carbon credits in the form of projects listed on accredited carbon exchanges. We have since formalised a relationship with an emissions measurement and reduction partner to help us move towards the certification requirements of Net Zero and anticipate having that certification in due course.

¹ Sourced from Amazon's commissioned report "The Carbon Reduction Opportunity of Moving to Amazon Web Services". Published in October 2019.

² Sourced from Amazon Web Services at <https://sustainability.aboutamazon.com/environment/the-cloud>, accessed on 17 August 2022.

3. People and Society

Our ability to attract and retain top talent is core to our success. We have various initiatives in place to support our people and make SiteMinder a great place to work, and this has resulted in strong employee engagement. We have continued to deliver on our programs addressing culture, rewards and recognition, flexible working, learning and development, health and wellbeing, and diversity and inclusion throughout FY22.

3.1 Enhancing Diversity and Inclusion

We are committed to increasing the diversity of our workforce with respect to but not limited to gender, ethnic background, and people who identify as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer, intersex, and asexual). As a truly global organisation, it is important to us that our workforce represents the diversity of our customers and the local markets in which we operate.

Our culture is underpinned by our diverse mix of views and backgrounds. We celebrate the diversity of opinions and approaches that our employees bring based on the countries and cultures they live in and their experiences prior to and outside SiteMinder.

We foster an environment of inclusion and diversity and are committed to making SiteMinder a place where all employees feel safe and supported to bring their whole selves to work. For example, we support employee-led resource groups for LGBTQIA+ team members and People of Colour, and hold events for all staff to raise awareness of the challenges faced by colleagues of different identities both at work and in society. Our Women@SiteMinder network recognises the importance of working together to acknowledge and address gender issues in our workplace. We also provide training on Cultivating Equality at Work, Inclusive Leadership Practices, Unconscious Bias, and many other diversity related training programs to SiteMinder employees.

We regularly report on our diversity metrics, including gender, age and location.

Gender Diversity

We continue to focus and make good progress on increasing gender diversity across our global workforce with a commitment to achieving 40/40/20 by 2024.

In FY22, women represented 47% of SiteMinder's global workforce and 36% of leadership roles across the business (SiteMinder Leaders). We are committed to continuing our work towards gender equality.

The table below sets out the respective proportions of men and women on the Board, and across the whole workforce as at 30 June 2022.

SiteMinder Workforce Gender Composition FY22

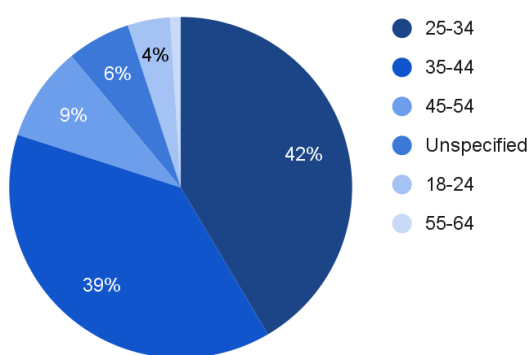
Metric	Female	Male
Board (as at 1-Jul-2022)	29%	71%
Executive Leadership Team	36%	64%
SiteMinder Leaders	36%	64%
Technology and Product Leaders	27%	73%
SiteMinder Total Workforce*	47%	53%

*Excluding outsourced team in Manila.

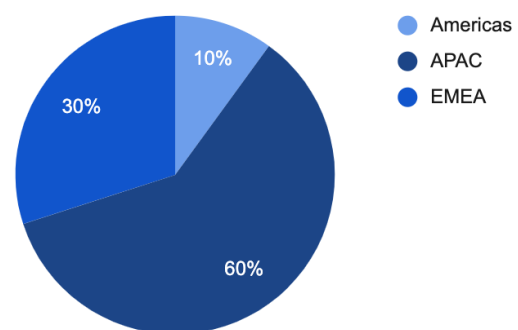
Age and Location

Diversity encompasses many aspects in addition to gender, and we are proud of having diversity in our workforce across age, geography, and language. Our employees come from a diverse range of backgrounds, with over 15 languages spoken across our workforce. These include Arabic, Bahasa, Cantonese, English, French, German, Hindi, Indonesian, Italian, Japanese, Mandarin, Portuguese, Russian, Spanish, Tamil and Thai.

Workforce by Age (FY22)



Workforce by Location (FY22)



3.2 Talent Attraction and Retention

At SiteMinder, we recognise that our ability to attract and retain top talent is core to our success. We have various initiatives in place to support our people and make SiteMinder a great place to work, and this has resulted in strong employee engagement.





To monitor and assess the engagement and wellbeing of our people, we have continuous survey tools in place to measure our performance and see where we can improve.

SiteMinder Culture

At SiteMinder, we believe that our culture is unique, and our strong employee engagement is critical to our continued success.

Our culture and Ways of Working (WoW) guide how we work together to fulfil our purpose and meet our obligations. Our Ways of Working show what we are proud of, what makes us unique, and what allows us to continue to grow and be successful as a collective team.

Our Ways of Working (WoW) are:

	<p>We hustle</p> <p>Work it out, make it happen</p> <p>Ambition, agility, tenacity, and integrity</p>		<p>We make it simple</p> <p>Make it easier, make it scale</p> <p>Think customer, openness, innovation, removing friction</p>
	<p>We come together</p> <p>Better together, everyone counts</p> <p>Collaboration & partnering, respect & listening</p>		<p>We grow</p> <p>Always learning, always growing</p> <p>Growth mindset, soliciting/acting on feedback</p>

Our WoW gives us a benchmark against which we can review our actions and progress and guide us in our decision making as individuals, teams and as a business.

Our senior leaders are responsible for role modelling our Ways of Working and ensuring they are brought to life within the business. This is achieved by embedding our WoW into employee training, orientation and recruitment processes, as well as using the WoW to guide our Reward & Recognition programs and our People, Growth & Performance framework.

Flexible Working

True to our brand essence of openness, the Open Working @ SiteMinder operating model is designed to embrace our new ways of living, by helping our people balance their work and personal commitments. It provides employees with more choice over how and where they do their best work, whilst recognising that the level of collaboration required will differ by role and/or department.

Open Working @ SiteMinder is underpinned by five core principles:

- Sustaining a happy and healthy workforce – the best companies are built by those who enjoy coming to work and feel empowered to bring their best.
- Flexibility – we all have important commitments and preferred ways of working.
- Organisation – business needs cannot be compromised.
- Customer centricity – opening up every hotel to online commerce remains our common purpose.
- Delivery – performance is defined by outcomes rather than time spent at a desk.

Learning and Development

To support the learning and development of our people, SiteMinder offers a range of training programs and mentoring initiatives. We have bespoke programs for our leaders, induction training for all new joiners, a tech bootcamp for our engineering teams and a career pathing program for our customer success teams. We also offer individual leadership coaching to all leaders and high performing employees.

3.3 Health and Wellbeing

This relates to maintaining workforce health and safety.

At SiteMinder, our pillars of health and wellbeing include physical, emotional, personal growth, financial and mental wellbeing.

At SiteMinder, we support our people to be fit and healthy, both mentally and physically, and at home as well as at work. We see it as our responsibility to help support and enable our people to be healthy and believe that healthy people are crucial to our business performance and ultimate success.

We increased our focus on health and wellbeing during the period of the COVID-19 pandemic and remote working. Our health and wellbeing pillars provide the basis and focus for the initiatives and programs we offer. Sociability @ SiteMinder is centred around ensuring that employees remain

connected to their team and the wider business through fun and interesting activities and initiatives that support social interaction and good times, whether that be in the office or from home.

We have an Employee Assistance Program across our global operations to support our people and their families with a variety of personal or work-related issues. In Australia, we provide discounted health insurance for our people and their families, and our people are entitled up to 10 days' paid leave per year in the case of family and domestic violence. We also host a range of events, workshops and other initiatives throughout the year focussed on wellbeing.

3.4 Community Investment

We encourage our employees to share their skills, expertise, and resources to make a positive difference in the local communities in which they live and work.

We align our community investment activities with the key environmental and social issues impacting our customers.

Our volunteering policy supports charities, communities, and individuals in need by giving all our permanent employees two volunteering days every year to support a local cause close to their heart. Due to COVID-19, recent uptake of VTO (volunteering time off) has been limited. In the past, SiteMinder staff have volunteered their time to a wide range of initiatives ranging from coastal clean ups, dog rescue services to donating blood and plasma. In addition, teams undertook volunteering as part of their team building activities. We will continue to measure the time invested and the impact of these initiatives.

3.5 Modern Slavery and Respect for Human Rights

SiteMinder is subject to legislation regarding the prevention of modern slavery in both the United Kingdom and Australia. In January 2022, we published a joint Modern Slavery Statement for FY21 to fulfil our obligations under United Kingdom and Australian law. Our 2021 Modern Slavery Statement can be found on our website.

SiteMinder's 2021 Modern Slavery Statement outlines both our approach to identifying modern slavery risks in our business and supply chain and our commitment to setting key performance indicators over subsequent reporting periods to assess the effectiveness of our approach to preventing modern slavery. We have continued our commitment to preventing modern slavery within our supply chain by implementing policies and procedures to help us identify and mitigate any modern slavery risks.

In FY22, we published a Supplier Code of Conduct which encourages suppliers to conduct business in an honest and ethical manner and adhere to national and international laws, including those regarding

the prevention of modern slavery. SiteMinder’s suppliers are expected to meet and exceed the standards set out in the code in relation to the detection and prevention of modern slavery. Additionally, we rolled out mandatory modern slavery training for all SiteMinder staff to promote awareness of the risks of modern slavery in our supply chain and to ensure our staff understand the process for reporting any instances of modern slavery.

4. Governance

SiteMinder’s corporate governance framework guides how our organisation conducts its business across different jurisdictions with a common purpose of serving our hotel customers and their guests. The framework includes our purpose and values, Board oversight, risk management, controls, company policies and staff training. We continuously evolve and implement new policies and procedures to improve our approach to corporate governance.

4.1 Board Structure and Independence

As at the date of this Statement, the Board of SiteMinder comprises the following 7 directors:

Director name	Roles / classification	Board appointment	Length of service (as at 30 June 2022)
Pat O’Sullivan	Independent, Non-Executive Board Chair	15 October 2021	8 months
Sankar Narayan	Chief Executive Officer and Managing Director	31 January 2019	3 years, 5 months
Michael Ford	Non-Executive Director	26 September 2006	15 years, 9 months
Jenny Macdonald	Independent, Non-Executive Director	15 October 2021	8 months
Paul Wilson	Non-Executive Director	7 May 2012	10 years, 1 month
Les Szekely	Non-Executive Director	26 March 2012	10 years, 3 months
Kim Anderson	Independent, Non-Executive Director	20 April 2022	2 months

The Board also has two sub-committees, the Audit and Risk Committee and the People and Culture Committee, each chaired by an independent director.

Board Independence

The Board's policy is that the Board should endeavour to ensure that a majority of directors are independent, non-executive directors. The Board only considers directors to be independent where they are independent of management and free from any business or other relationship that could materially interfere with the exercise of their independent judgement regarding the best interests of SiteMinder and Shareholders.

SiteMinder, during FY22, did not have a majority of independent directors on its Board. Three out of seven of the directors are considered by the Board to be independent directors, including Pat O'Sullivan as Chair of the Board, Jenny Macdonald and Kim Anderson. Pat, Jenny and Kim were appointed to the Board during FY22.

SiteMinder's three non-independent non-executive directors (Mike Ford, Paul Wilson and Les Szekely) have each been with SiteMinder from its early days. Mike Ford is one of the two founders of SiteMinder together with Mike Rogers, who is currently the Chief Technology Officer. Paul Wilson and Les Szekely were early investors in SiteMinder, Paul as co-founder and Managing Partner of Bailador Technology Investments and Les as the first angel investor in SiteMinder.

The Board believes that despite not having a majority of independent directors, its composition is well-balanced between its three long serving non-executive directors, which each have valuable corporate history to contribute, SiteMinder's Chief Executive Officer (CEO), Sankar Narayan, and its three relatively new independent non-executive directors, including Pat O'Sullivan as the independent non-executive chair, who bring fresh ideas and perspectives (as well as highly valued experience sitting on other company boards and in senior executive roles).

Board Diversity

All directors on the Board are supporters of SiteMinder's efforts in achieving diversity and inclusion. The People and Culture Committee includes diversity factors in its consideration of the qualities desired for new Board candidates.

The Board aims to achieve a composition of 40% men, 40% women and 20% any gender, as outlined in the Board Charter and the company's Diversity and Inclusion Policy. The Board made some progress towards this objective in FY22, through the appointment of Jenny Macdonald and Kim Anderson.

It is the intention of the Board that independence and diversity will be increased over time.

4.2 Code of Conduct

SiteMinder's Code of Conduct, adopted in FY22, sets out the company's expectations for the conduct of its directors, management, and staff.

A copy of the Code of Conduct can be found on SiteMinder's website at:

www.siteminder.com/investor-relations/policies/.

We expect everyone subject to the code to:

- Act in accordance with SiteMinder's values (our Ways of Working) and best interests.
- Act with integrity in all business dealings and relationships.
- Comply with all laws and regulations that apply to SiteMinder and our operations.
- Act ethically and responsibly at all times.
- Treat fellow staff with respect and not engage in bullying, harassment, discrimination, or other forms of detrimental conduct.
- Deal with customers and suppliers fairly.
- Protect SiteMinder's business assets.
- Disclose and manage any conflicts between SiteMinder's interests and their personal interests.
- Not take advantage of their position or opportunities for improper personal gain.
- Report breaches of the code to the appropriate persons within SiteMinder.

4.3 Compliance

SiteMinder's employees and contractors receive training on laws and regulations affecting our business and operations. This mandatory compliance program was launched at the end of FY21 and aims to ensure that all employees and contractors understand the role they play in compliance, and ultimately in SiteMinder's success.

New employees and contractors are required to complete the full set of training modules within their first month at SiteMinder. They are then required to complete refresher training at least annually. This ensures that they stay up to date with any policy or legislative changes and keeps compliance obligations front of mind.

The training program comprises e-learning modules that cover relevant policies, potential risks, and behavioural expectations, and uses scenario-based learning. Topics covered include:

- SiteMinder's Code of Conduct, including modules on discrimination, harassment and bullying, and anti-bribery and corruption.
- SiteMinder's Whistleblower Policy.
- Modern slavery.
- Workplace health and safety.
- Data security and privacy.
- ASX continuous disclosure and securities trading.

4.4 Technology and Data Security

Ensuring the privacy of our customers' and their guests' data are an integral requirement for our business continuity and success. SiteMinder is committed to implementing processes to uphold the highest standards of data privacy and security.

As a provider of a cloud-based hotel commerce platform, we rely on a number of IT systems, data handling, storage systems and third parties to operate our systems, protect user data and store customer information. Accordingly, we need to ensure that our IT systems and cloud-based platform can operate securely and without interruption. Responsibility for managing IT systems, data security and privacy risks across our organisation sits with our Director of Security, who reports to our Audit and Risk Committee twice annually and monthly to our Executive Focus Group.

SiteMinder is PCI DSS (Payment Card Industry Data Security Standard) Level 1 Service Provider certified and to maintain compliance we undergo an external cybersecurity audit annually, as well as vulnerability testing every 3 months. In FY23, we intend to work towards becoming ISO 27001 certified, which is the recognised security standard in the travel industry.

We operate a security program designed to address information security and secure our critical IT assets. We continually monitor and improve this.

We are subject to information security and data privacy laws in many of the jurisdictions in which we operate. Customer data is stored with SiteMinder's cloud service provider, Amazon Web Services (AWS), and is protected with AWS's security framework as well as other third-party software and services. Access to customer data stored within the SiteMinder platform is regularly audited and monitored.



We have based our internal privacy practices on the EU GDPR, to ensure high standards of data privacy and security across all markets where we operate.

