

Air Cargo Sustainability Report 2021

Accelerating sustainable transformation of air cargo

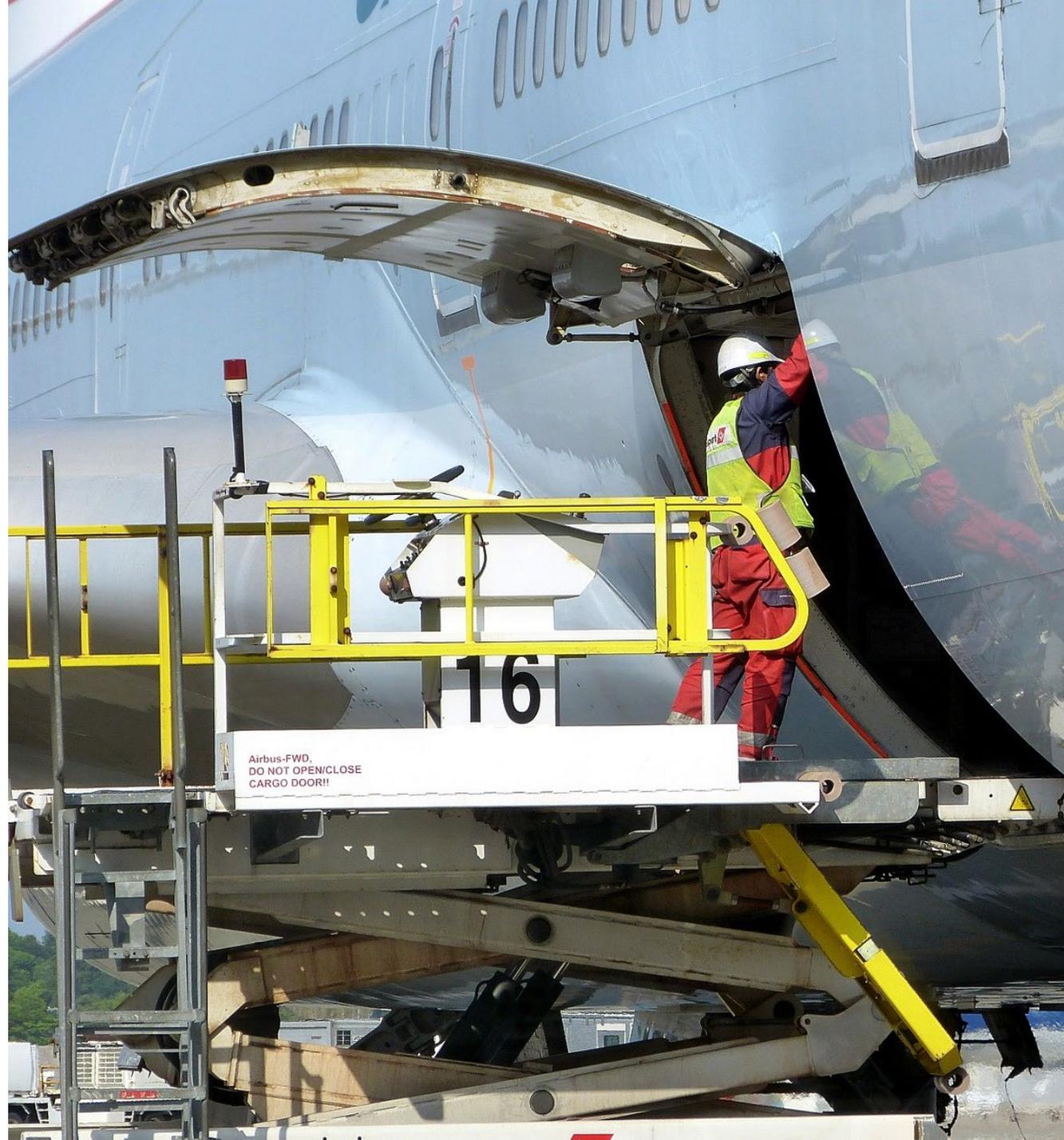


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Foreword

The Covid pandemic impacted many aspects of global society in ways not previously seen, in terms of how we work, how we live, how we look after ourselves and others in the community.

The impact on business has been equally profound and the air cargo industry has had to be agile, innovative and reactive to deal with unprecedented situations.

The pandemic has also put our industry on the radar of global media as it has become evident to those outside of the industry of **the role air cargo plays as a key contributor to sustainable development.**

Air cargo moves about 33% of global trade by value which translates into about USD 6.0 trillion dollars' worth of goods. Air cargo also contributes to bringing food, saving lives, reducing poverty and inequalities; as demonstrated by moving personal protective equipment, medications and vaccines when the world needed these commodities urgently.

We now have a fantastic opportunity to showcase how air cargo contributes to making a more sustainable world, supporting the objectives of the United Nations 2030 Agenda for Sustainable

Development and helping to achieve the 17 Sustainable Development Goals.

There is a perception by some airlines, airports and ground handlers that aviation's reputation comes from the passenger business, so there is no need to invest in cargo sustainable solutions as these are not visible. We must collectively change this situation.

At TIACA, we are committed to change that perception, drive the discussions and support actions within the aviation industry to ensure cargo and sustainability agendas are not disconnected from each other.

Collectively we also have a responsibility to our customers, employees and future generations to develop solutions which create a positive impact on people and the planet in ways that enhance business success which in turn will lead to enhanced global prosperity.

TIACA strongly believes the air cargo industry not only contributes to building a better world, but also can continuously improve to reduce its environmental footprint and be a more sustainable transport system.

TIACA is proud to be supporting industry efforts as we focus on our 3+2 sustainability agenda: people, planet, prosperity, supported by innovation and partnerships.

TIACA launched the industry's first global sustainability survey and study to establish point zero by which future success and developments can be measured.

This report contains some interesting results which we hope to tackle as the community strives forward to **make air cargo safer, more efficient, agile and profitable, through digital and sustainable transformation.**



Glyn Hughes
TIACA's Director General

Executive summary

While **sustainability does matter for air cargo** companies, there is no common definition of sustainability across the industry, and it is OK as it reflects the sustainability drivers affecting each company's priorities depending on their role, size and geographic location.

With its unique mandate to unite the air cargo industry, TIACA presents a flexible and inclusive perspective to approach sustainability: doing good for the planet, the people and the business, enabled by innovation and partnerships. This is the 3+2 concept.

Despite or thanks to the COVID-19 crisis, **sustainability matters more than ever**. This growing trend impacts all industries, everywhere and this is no different for air cargo.

Mindsets are evolving and corporate leaders understand that business survival requires a holistic approach not only focused on short-term profitability.

A profitable and sustainable air cargo industry is safe, secure and digital; relying on lean and efficient business processes and is continuously seeking to improve and adapt.

While safety and security have always been aviation's first priorities, the air cargo community is also deeply involved in initiatives driving operational excellency, quality improvements and digital transformation.

The air cargo industry is committed to reduce its environmental footprint, following the global commitments and action plan set by the air transport industry as well as the ambitious aspirations and strategies of global forwarders and integrators.

More needs to be done to accelerate the decarbonization of air cargo. TIACA is well positioned to promote existing initiatives, identify the untapped opportunities that are specific to air cargo and propose relevant programs to address the gaps.

The air cargo industry plays a tremendous role in social development, contributing to make the world more sustainable. This is largely unknown by the general public, consumers, citizens, politicians and regulators. Another area TIACA can support through industry campaigns and awareness programs targeting general public, air cargo customers, regulators, politicians.

Air cargo companies are no different from the others: they need to focus on their employees and ensure they attract, develop and retain the best talents and essential workers; offer safe, healthy and rewarding working conditions and equal opportunities for all, regardless of their gender, race, religion, age.

Regardless of the dimension, whether it is an environmental, social, business set of action, it is best practice to drive change through target setting, measurement of progress, communication of results. What is not measured can not be managed and what is not communicated does not exist.

But today's society is facing a trust issue. Verification, validation and certification programs help build or restore that trust. Independent validation of status, commitments and progress of sustainable initiatives taken by air cargo companies would help the industry accelerating its sustainable transformation. A role TIACA, as a neutral international association, could play.

With the COVID-19 crisis, we all talk about rethink and reboot. This is a unique opportunity for businesses to reboot better: digital and sustainable! **Time is now.**

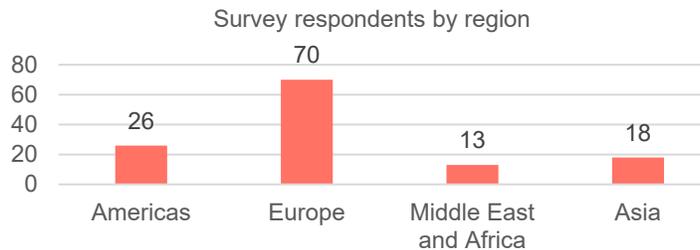
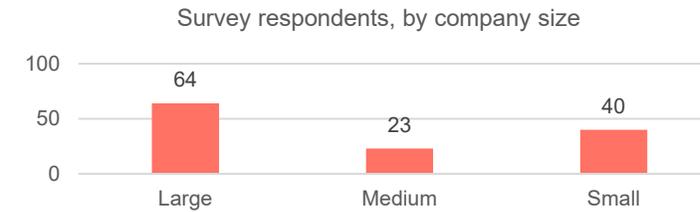
A first industry survey to set the baseline

Designed by Change Horizon and TIACA's Sustainability Working Group (SWG) as part of **TIACA Sustainability program**, this first survey was launched to:

- Collect valuable insights and feed the SWG strategic discussions
- Set up a baseline (“year 0 picture”) in order to monitor the progress year-on-year
- Identify next priorities to accelerate the sustainable transformation of the air cargo industry



127 answers received from 19 October to 1 December 2020 from airlines, airports, ground handlers, forwarders, shippers, solution providers, consultants, associations, media.



We asked the air cargo industry about:

- Their definition of sustainability
- The level of support from the top to sustainability programs
- The impact of the COVID-19 crisis on sustainability initiatives
- Why sustainability matters to businesses
- The specific dimensions companies are focusing on
- How mature they are with their sustainability strategy
- The specific public initiatives companies participate in
- What TIACA can do to support them and the industry to accelerate their sustainable transformation



Sustainability matters

- **91%** of respondents confirm sustainability agenda is supported directly by their **CEO**.
- **81%** indicate there are concrete actions defined making sustainability a real **strategic priority** for their company.
- **78%** of them feel sustainability is embedded in their company's **DNA**.
- **75%** told us they have a **strategy** in place.
- **69%** say that sustainability aspects are considered in their **procurement** process.
- **61%** have a **team** in place or at least one fully dedicated person taking care of business sustainability agenda.
- Only **43%** of respondents could confirm that their company has a dedicated sustainability **budget**.



Sustainability matters for customers, employees and business partners

Air cargo is no different from the other industries in their perception that having a sustainability strategy is essential to stay competitive and protect corporate's reputation.

79% of respondents believe making tangible progress in sustainability matters will or would impact positively their company's **reputation**.

62% think their organization will be more **attractive** and 39% that progressing sustainability agenda will impact the **bottom-line**.

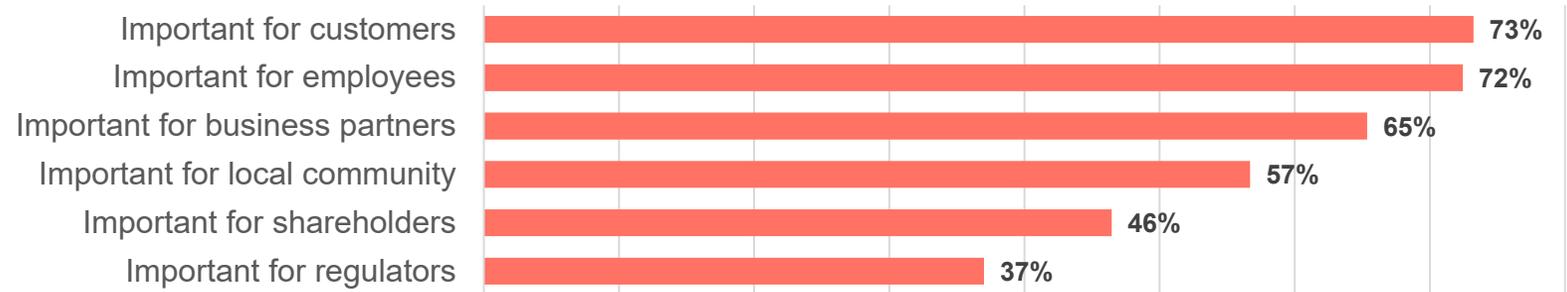
In their comments, survey participants mentioned regularly the positive impact on their **credibility**.

" **It is the right thing to do** – a large European forwarder

" **Our licence to operate** – a large European airport



Why does or should sustainability matter to your company?



The ranking differs by company type:

- Airlines identified customers, shareholders and employees as the top 3 drivers
- Airports put customers first and then local community and business partners, in line with their central role as local air cargo community orchestrator
- Ground handlers listed their business partners and customers higher, confirming the importance of collaboration to drive any transformational initiative for this type of stakeholder

Will sustainable transformation of air cargo really progress if not pushed by regulators?

Traditionally, air cargo industry prioritizes efforts and investments to be compliant with regulations ("no choice approach").

This is one of the reasons it took so long for air cargo's digital transformation to take off: modernization and digitization efforts were always coming after mandatory changes air cargo industry had to put in place to comply with safety and security regulations.

Will post-COVID-19 era change that behavior? Will we finally see companies prioritizing transformational projects that are demanded by their customers?

Shall we push for more sustainable-oriented regulations?

Sustainability matters, but drivers differ from one region to another

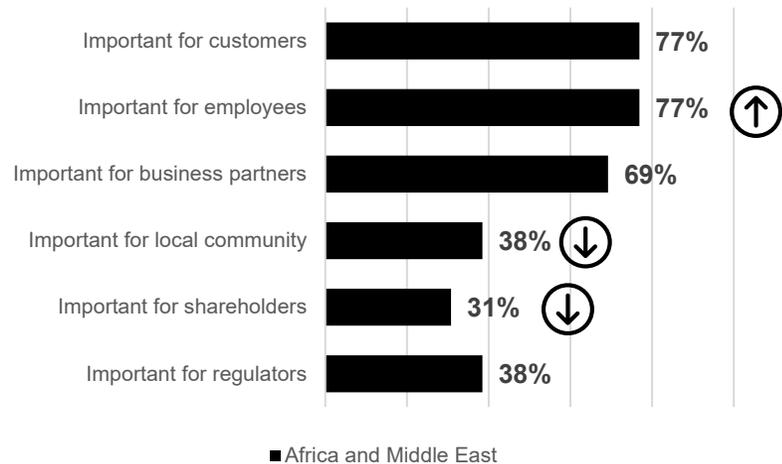
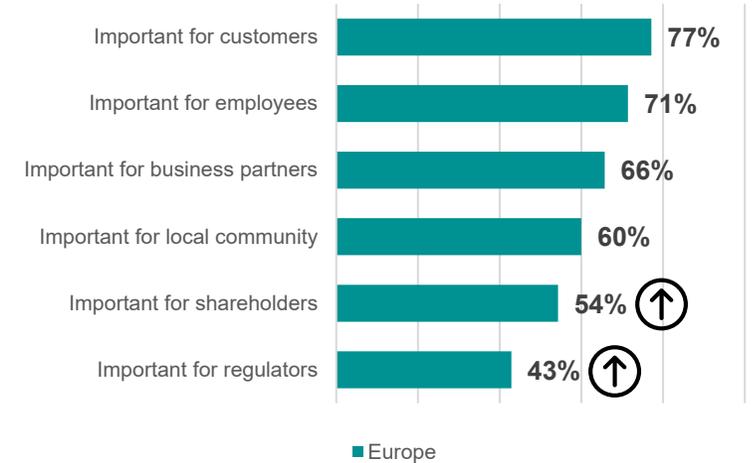
Business culture varies strongly across the world's regions, due to historical, cultural or developmental differences. Pressure from citizens and therefore politicians and customers varies from region to another.

We can see that importance for customers employees and business partners were voted high across all regions, with a small exception of Asia, where only 56% considered business partners placing strong importance on sustainability.

Europe seems to have more pressure from citizens and therefore politicians, customers and shareholders, while the Americas, sustainability seems to matter less for customers and shareholder than the global average.

Asia scores very low (11%, i.e., 26 points less than global score of 36%) on regulators as a driver to sustainable transformation.

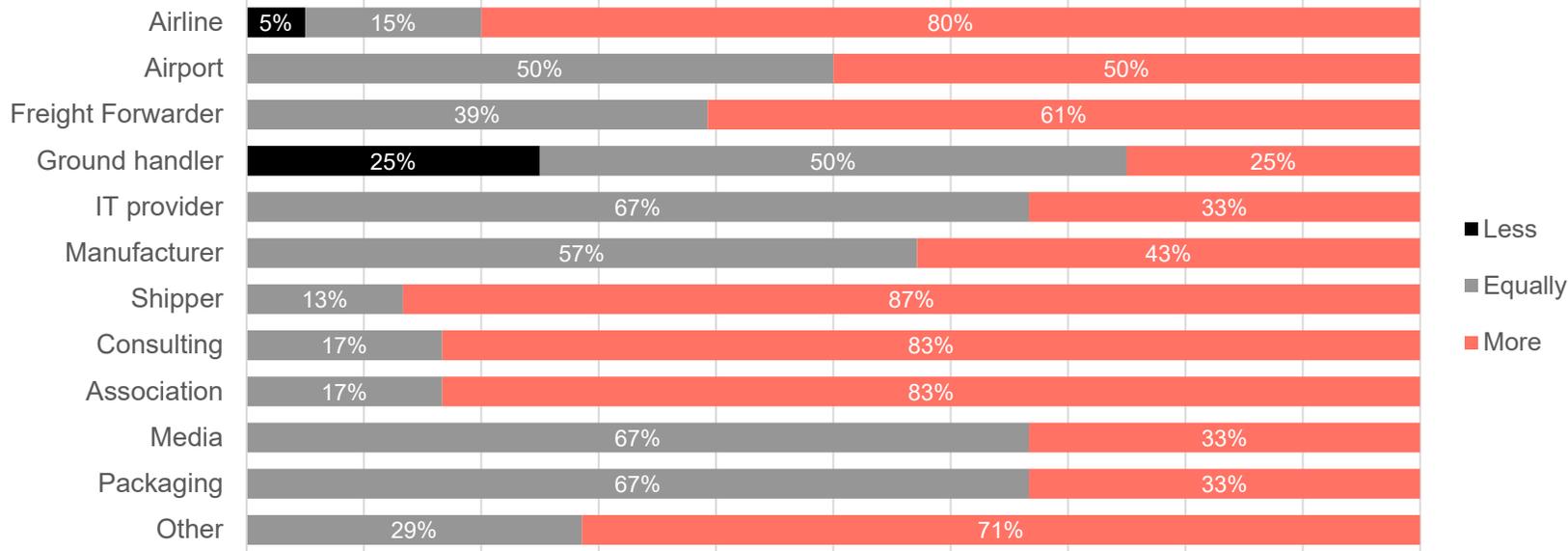
Africa and Middle East listed customers and employees very high, above global average while shareholders make the bottom of their list.



↑ ↓ Significantly higher or lower compared to global average

Sustainability matters more than ever before

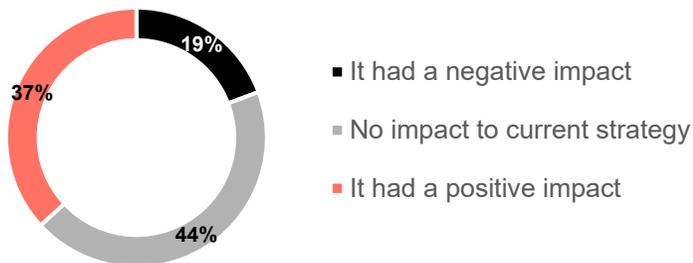
63% say sustainability was even more important in 2020 than it was in 2019



Sustainability in the COVID-19 context

- Air cargo has been critical to deliver protective equipment, emergency supplies and support stay-at-home policies
- Efficient, reliable and timely deliveries of vaccines worldwide rely on air cargo
- Air cargo is the saver of aviation
- Frontline workers are essentials and need to be recognized and protected
- New considerations are and will be influencing strategic decisions, including health and environmental ones
- Other pandemic will hit us: plastic, unemployment and poverty
- The industry can adapt and change, and can do it fast
- If processes were fully digital, there would have been less struggles and disruptions
- Those who move earlier, faster, and more decisively do best

How COVID-19 affected companies' sustainability strategy



" It took away the focus briefly, but is coming back more important than before – a large European forwarder

" It forced us to focus on survival – an airline in Asia Pacific

" Our customers demand sustainable products: it has become a selection criteria – a large European shipper

Top areas of focus

License to operate

1. Operational excellence
2. Safety
3. Digital transformation
4. Reliability and quality of service
5. Security

1

License to grow

6. Carbon / greenhouse gas emissions
7. Training and education
8. Waste management
9. Energy consumption

2

Differentiators

10. Community involvement
11. Diversity and inclusion
12. Employee experience
13. Water management
14. Air quality
15. Biodiversity
16. Noise
17. Human trafficking
18. Illegal wildlife trafficking

3



To be efficient and profitable, the air cargo industry needs to be fully digital

The prosperity area of sustainability is the most advanced one as it is also the must have for corporates to operate.

A sustainable air cargo industry is safe, secure and digital⁵; relying on lean and efficient business processes and is continuously seeking to improve and adapt.

Safety and security have been number one priorities for air cargo players, including regulators for decades. Air cargo players have strong safety and security culture, relying on high-quality and robust standards and procedures, operating in heavy regulatory frameworks.

With speed and reliability being the primary selling points of air cargo, it is also not surprising to see “operational improvements” and “reliability & quality of service” being on top of the priorities in this industry. These are critical to maintain air cargo’s competitiveness compared to the other modes of transport and important elements for customers when choosing their logistics suppliers.

Through harmonized and robust standards, mainly developed by the International Air Transport Association (IATA), the industry strives to constantly improve operational excellency and unmatched

quality and reliability, to comply with regulations, meet customers’ needs and build long-term capabilities to absorb business growth.

Long overdue, the digital transformation of air cargo is now considered as a must for a company’s survival. A change compared to the last decade when “e-cargo” was officially considered as a priority but with insufficient actions to make it happen. The digital agenda was not high enough on leadership’s radar and left with the experts. It is no longer the case with **61% saying they have a digital transformation plan in place. It is time for the other 39% to accelerate the pace!**

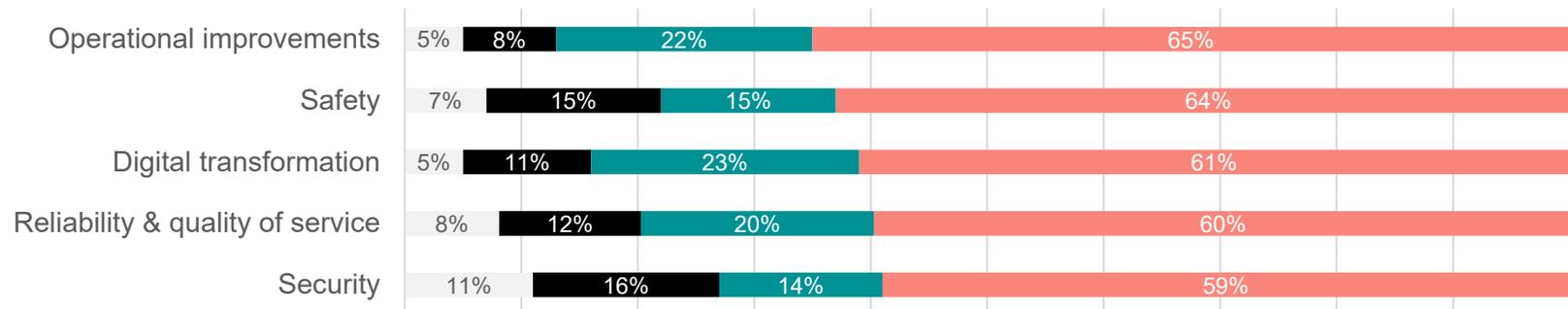
Industry standards, modern and robust, are available; legacy players have transformed into digital companies and successful digital native

companies are challenging the status quo and introducing modern practices.

The year 2020 highlighted the need for transformation and fast adoption of modern, namely digital processes as the COVID-19 crisis shook the entire air cargo community.

Some of the lessons learnt from the current pandemic are:

- The industry can adapt and change, and can do it fast
- If processes were fully digital, there would have been less struggles and disruptions
- Those who move earlier, faster, and more decisively do best



■ Not a focus for now ■ Awareness stage ■ Measurement & reporting stage ■ Improvement stage

Responses to the question: “What are the areas of focus for your company? For each of them, please indicate your company’s maturity stage.”

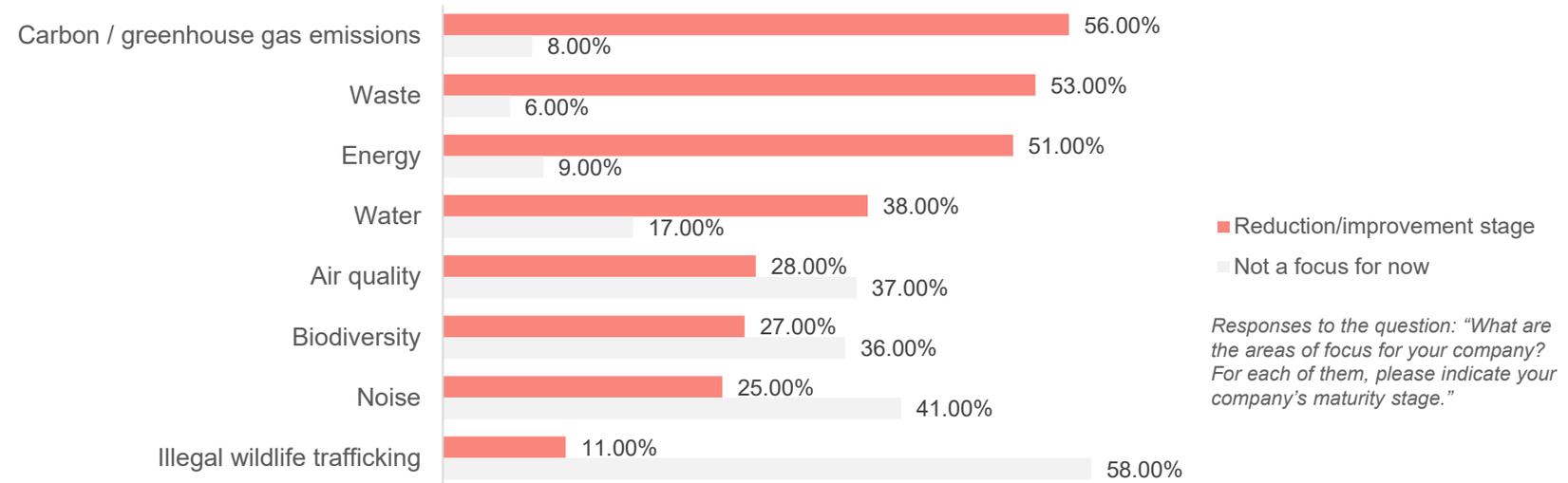
The air cargo industry is committed to reduce its environmental footprint

Environment and the protection of the ecosystems have long been the most profiled dimension of sustainability. Driven by the Air Transport Action Group (ATAG)⁴, the airline industry – including airlines, airports, civil aviation authorities, air navigation solution providers – has committed to reduce its carbon footprint and defined an action plan to achieve the set targets.

This is therefore not surprising to see the survey results showing **carbon reduction, waste management and energy being the top areas where air cargo companies have advanced the most, with more than 50% of the respondents having concrete improvement action plans in place.**

Cutting CO2 emissions, reducing energy use and waste to switching to alternative energy sources and improving the surrounding environment have been widely communicated by the industry and has been a source of innovation by legacy companies as well as new players.

CO2 calculators, lightweight ULDs, asset-sharing and load optimization solutions, electric vehicles (including aircraft in the future), innovative packaging, zero-emissions building, sustainable alternative fuels are great examples of the constant innovation process in action in our industry.



One of the pain points in air cargo and logistics in general is linked to packaging:

- The packaging efficiency to protect the goods and avoid wastage and damage
- The packaging material and the single-use plastic
- The size and weight of the packaging

With increasing volumes of e-commerce, pharmaceuticals and fresh produces being shipped by air; it is critical to look at how to optimize packaging used in air cargo to reduce

carbon emissions, plastic usage, improve waste management, reduce product waste, optimize loading factors, etc.



Corporates' environmental targets

In the survey we asked respondents to specify the targets they have. It is interesting to see that for **CO2 and GHG emissions**, most companies have “smart” targets – specific, measurable, achievable, realistic and timely – and in line with industry-led initiatives and existing global frameworks. Example targets include:

- “55% reduction in operational GHG emissions by 2025”
- “30% GHG reductions by 2030”
- “30% reduction by 2030. Net zero by 2050”
- “50% reduction by 2030”
- “Neutral to 2030”
- “Carbon free by 2050”

For **waste**, the second environmental priority of air cargo companies, corporate targets seem less precise: “kept to a minimum”, “waste segregation and recycling”, “improve recycling”. Some smart targets defined include:

- “Zero waste by 2023”
- “100% of all packaging materials collected for reuse or recycling in our supply chain and 100% single-use plastic free to customers by 2023”

For **energy**, the third priority, companies' targets are interestingly quite specific and detailed, such as:

- “Convert aviation fossil fuel to SAF”
- “80% of renewable energy consumption in all facilities (main offices, logistics centres and own stores) before 2025”
- “Energy saving 2% per year”
- “Reducing the electricity consumption per capita for buildings, with an annual saving of at least 2% from 3,106 kWh / person in 2019 to below 3,043 kWh / person”
- “+8% employees using alternative means of transport (not alone in car) vs 2014”
- “Reduction CO2 produced by electricity -14% (2018-2025)”



A lot of industry initiatives help the air cargo industry to improve their environmental footprint

According to the survey results, air cargo companies are participating in industry initiatives addressing environmental considerations, such as:

- Mechanisms to measure and report CO2 and GHG emissions
- Emissions' reduction schemes
- Carbon offsetting mechanisms
- Development and promotion of sustainable alternative fuels
- Coalition to strengthen defenses against illegal wildlife trafficking

Survey respondents think **TIACA would be well positioned to help the industry to know more about all these initiatives and be a vehicle to promote best practices, building from each of them and not duplicating their efforts.**

Experience shows that the air cargo industry performs better when united around common goals and harmonized standards. As per what has been done for safety, security and quality, the industry needs to collaborate and combine strengths to accelerate its environmental stewardship.

The Buckingham Palace Declaration

BSR' Sustainable Air Freight Alliance (SAFA)

Country-based initiatives

ICAO's CORSIA

IATA's IEnvA

Alice, Alliance for Logistics Innovation through Collaboration in Europe

Smart Freight Centre's Global Logistics Emissions Council

WEF Clean Skies for Tomorrow

ACI's Airport Carbon Accreditation

Sustainable Alternative Fuel projects

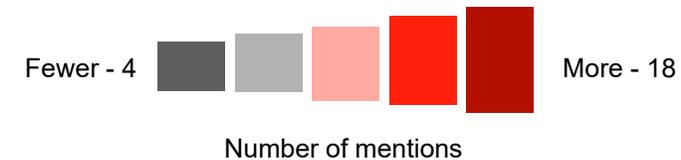
IATA's FRED+

US SmartWay

Carbon offset programs

BSR' Clean Cargo Working Group (CCWG)

Green Freight Asia



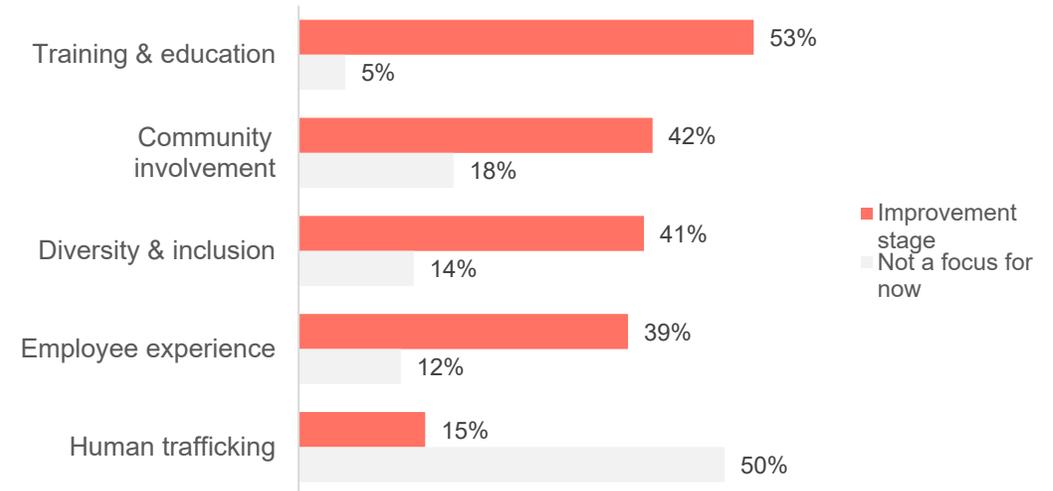
The air cargo industry recognizes training and education programs are critical to long-term survival, but only 53% are serious about it

While it is good to see training and education highly placed, it is worrying to see only 53% of companies having an action plan in place.

This is a call for improvement as having a highly-skilled workforce, especially in the year of global pandemic, should be a high priority. Air cargo professionals played an essential role in ensuring continuation of the world trade and fast and safe deliveries of medicines and medical equipment.

Traditionally, training and education are very important to maintain compliance in the area of safety, security and operational excellence. Survey respondents indicate more training is also offered in the areas of environment, diversity, inclusion and programs are put in place to develop and retain the best talents. Additional efforts are made towards students to attract them through partnerships with universities and apprenticeships.

Change needs to be accelerated in the areas of diversity and inclusion and employee experience, still considered as “nice to have” for companies; but necessary for employees.



Responses to the question: “What are the areas of focus for your company? For each of them, please indicate your company’s maturity stage.”



From talk to actions: strategy in place driving sustainability culture

A sustainability strategy with concrete set of actions has been increasingly integrated into the overall business strategy across the industries with a stronger monitoring and reporting⁵ each year.

Specifically in air cargo, 81% of respondents indicate there are concrete actions defined making sustainability a real strategic priority for their company. Another 10% declare sustainability is officially a corporate priority but they don't see any concrete action.

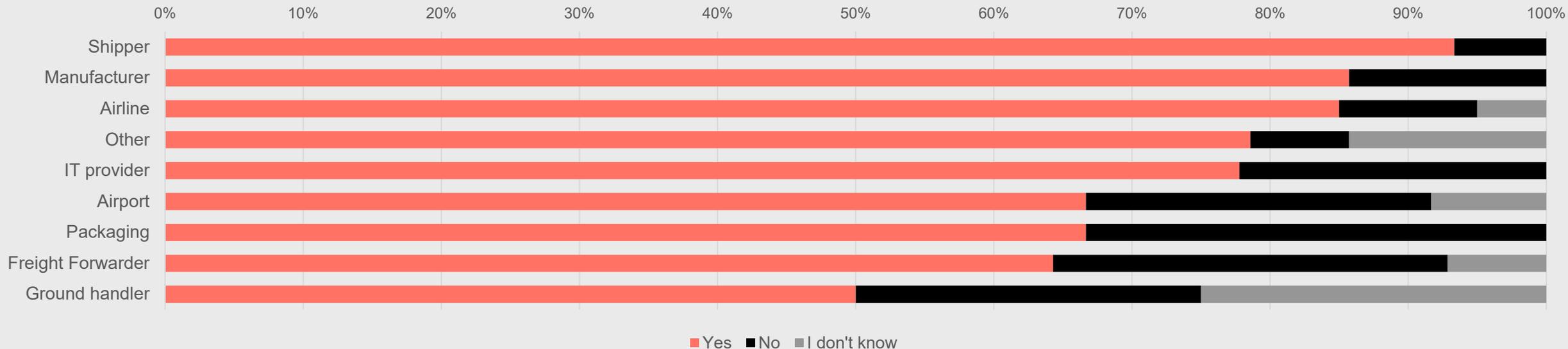
75% of companies declare they have a sustainability strategy in place and 78% of them feel sustainability is embedded in their company's DNA.

The survey shows however that some companies have no sustainability strategy in place yet:

- 43% of medium size businesses
- 54% of companies headquartered in Africa and Middle East region



Overwhelming majority report having a sustainability strategy



From talk to actions: dedicated sustainability teams in development

Ideally, sustainability should be embedded in a company's overall business strategy and applied across different departments of an organization. Consequently, it should be directed by the company's CEO.

A dedicated sustainability team or a sustainability officer would only be serving as a "traffic controller," setting the guidelines, overall strategy and overseeing the progress made.

In air cargo, typically, and not surprisingly, smaller and medium size organization reported less sustainability human resources, which can be explained by budgets and business priorities of companies in such size.

COVID-19 crisis was mentioned as one of the reasons for resource limitations and more of a temporary pull back solution, rather than a long-term set up.

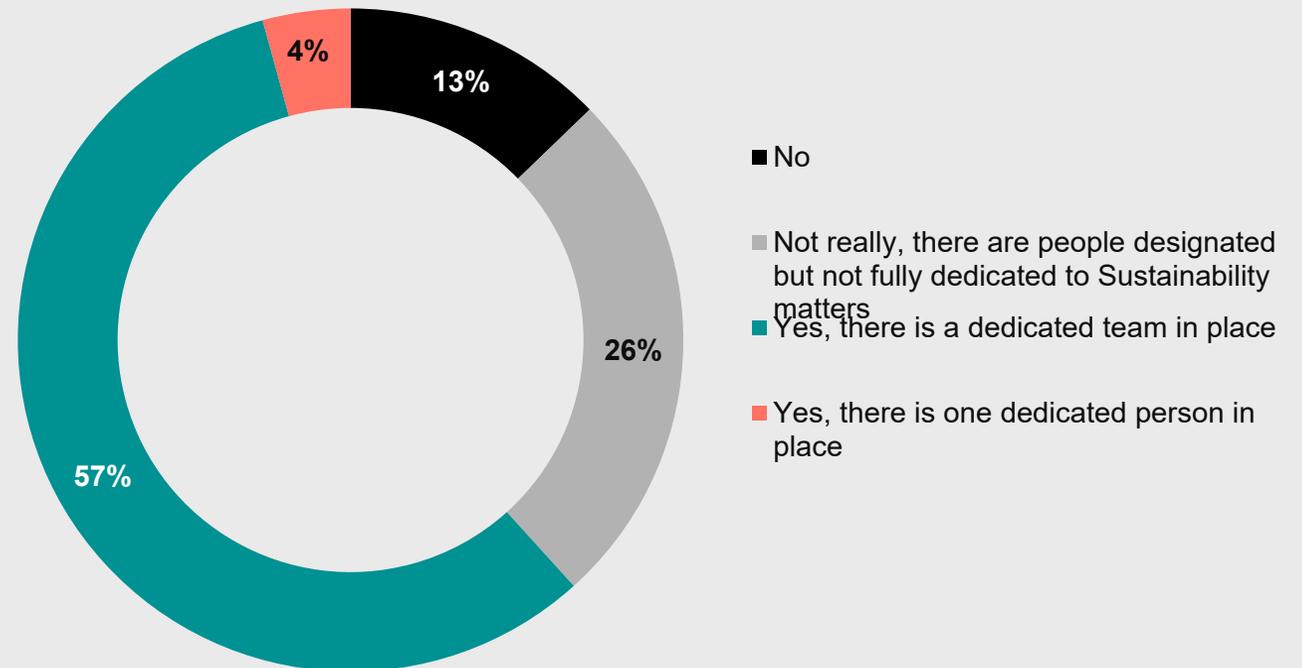
Also, as several companies are still reviewing their sustainability strategy, team development stage is yet to come.

Based on a breakdown per stakeholder group, respondents reported a wide array of set ups.

Airlines, airports and shippers, which are also the largest companies in size, are strongest having a team or at least a dedicated person, a striking **93% of shippers** reporting to have a team in place, proving how important sustainable practices are for them and their customers.

Over 60%

of all respondents say their companies have a sustainability team or at least one fully dedicated person taking care of business sustainability agenda.



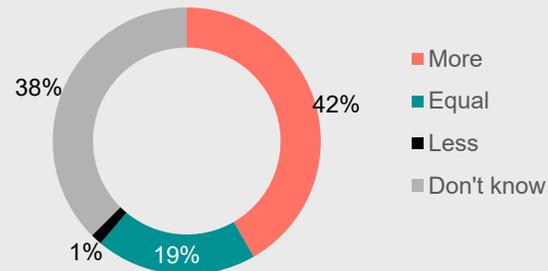
From talk to actions: sustainability budgets keep growing, but still 57% do not have one

Only 43% of respondents could confirm that their company has a dedicated sustainability budget.

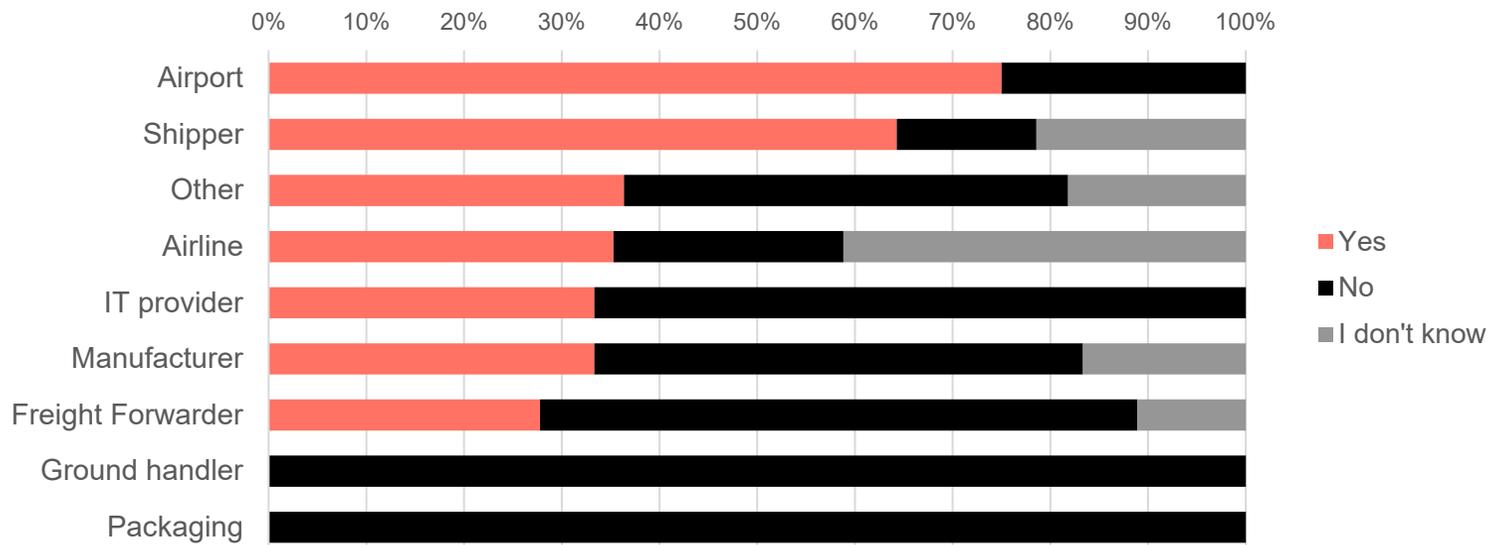
However, it brings optimism that out of those companies that do, 61% reported to have maintained the budget size throughout the pandemic in 2020 or even increased it.

As there is no common definition of sustainability, estimating the budget size in this area is mission impossible.

How is your company's sustainability budget compared to previous year?



Do you have a sustainability budget in place?



From talk to actions: sustainability considered in procurement processes

The concept

Committing to sustainable business practices encompasses requirements, specifications and criteria that are in line with protecting the environment and the society. According to the UN,⁶ sustainable procurement should include the following factors:

- **Value for money** considerations
- **The life cycle** of products
- **Environmental impact** the products will produce
- **Social aspects** like reduction of poverty and inequalities and human rights
- **Sustainable and recycled** materials and products

In any company, big or small, procurement should be one of the starting points when setting an overall sustainable business strategy.

The benefits for the businesses

Sustainable procurement is an integral part of a company's overall sustainability strategy, as it can contribute to concrete and measurable benefits for the business, including:

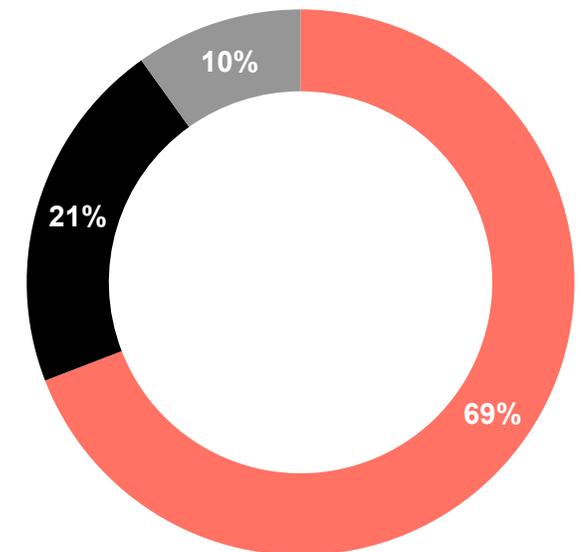
- Increase in **brand value and reputation**,
- Having **lower cost of capital**
- **Reducing costs** linked to procurement, like energy, consumption and social and environmental compliance
- **Spurring innovation**

Measurement tools

Sustainability measurement tools, like the EcoVadis⁷ rating tool⁸ or the ICLEI Sustainable Procurement Platform⁹ help businesses manage the complexities of supply value chains and monitor their performance in this field.

69% say that sustainability aspects are considered in their procurement process

Companies with sustainability considerations in their procurement processes



■ Yes ■ No ■ I don't know

From talk to actions: business partners are engaged to advance sustainability goals

Solving sustainability challenges requires unparalleled collaboration at all levels:

- Between industries
- Between air cargo stakeholders
- Within organizations

The benefits of partnering on sustainability

Beyond the most obvious reasons which involve faster progress towards air cargo sustainability, businesses can derive very concrete benefits of joining forces with their representative industry associations, business partners and even competition and peers:

1. Shared expertise, skills and resources

Companies can learn from each other¹² and apply lessons learned and best practices to their own sustainability strategies

2. Cost and time savings

Partnering in concrete sustainability activities can save on resources and produce tangible results much faster than doing it alone

3. New business opportunities

Increased competitiveness and business resilience as collaboration may open new business opportunities and open doors

4. Driver for systemic change¹³

With concerted effort addressing systemic challenges, such as air cargo digitalization could be game-changing

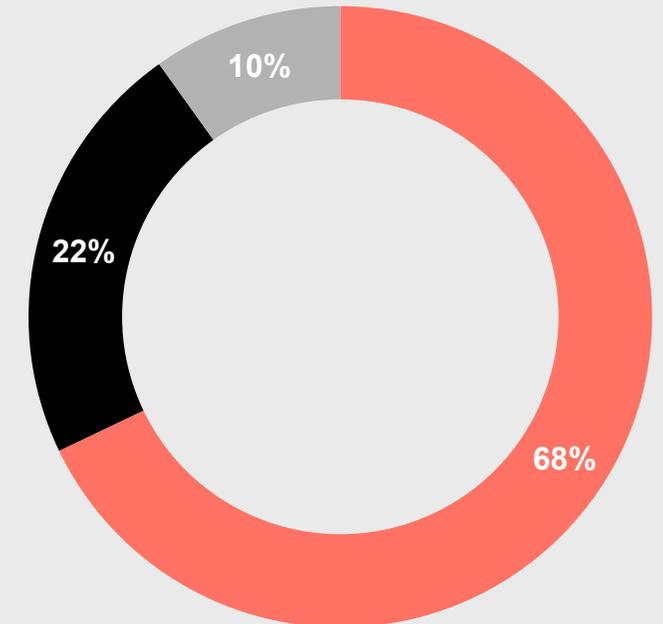
5. Improved brand reputation

Amplification of positive brand image through partner's network



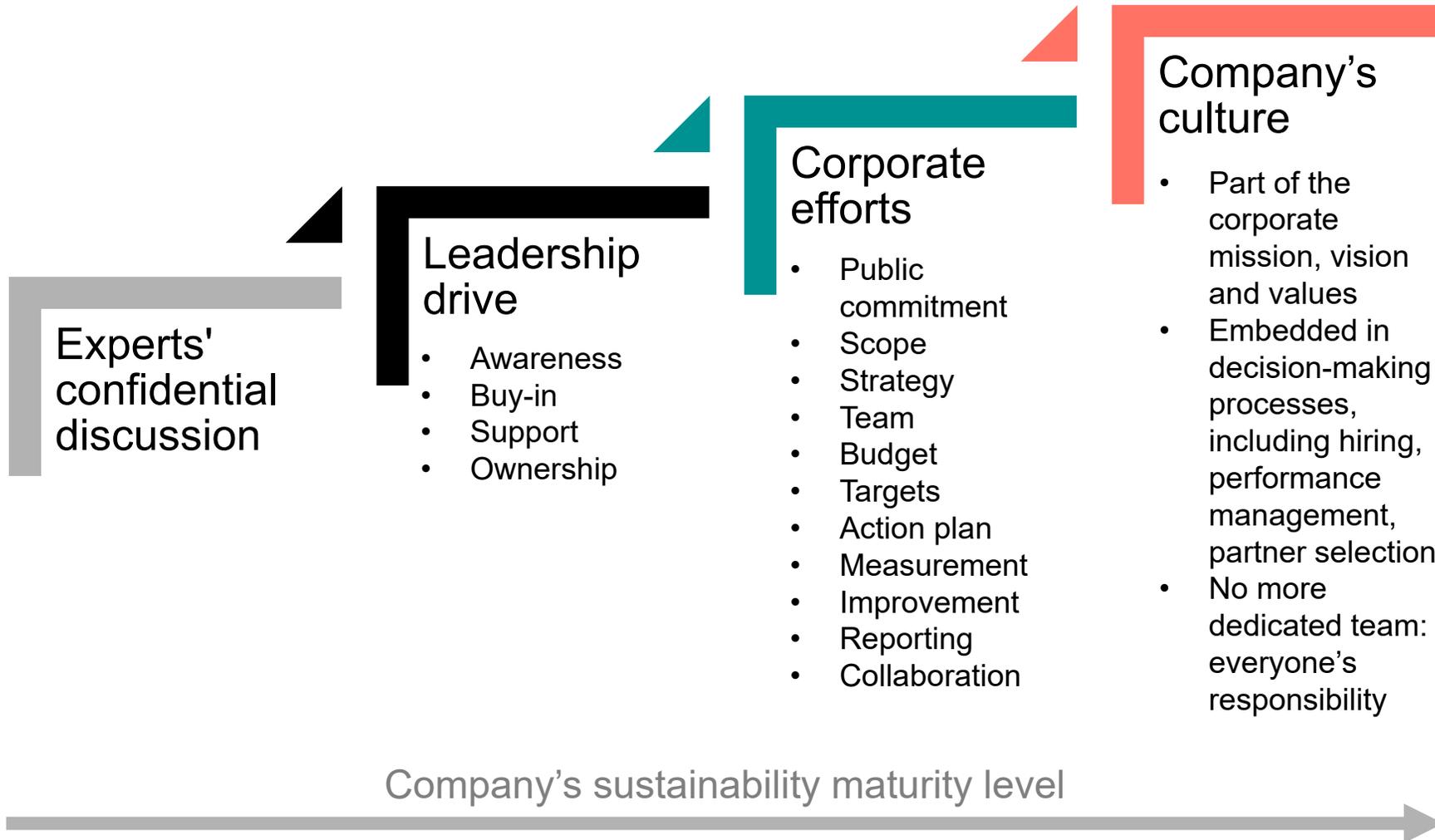
68%

confirm their company engage with industry partners to advance their sustainability goals



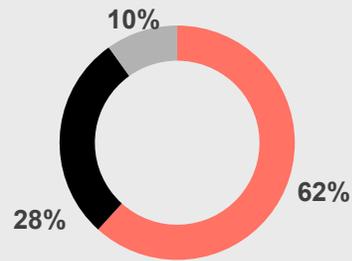
■ Yes ■ No ■ I don't know

Accelerating sustainable transformation to develop the air cargo “sustainability culture”

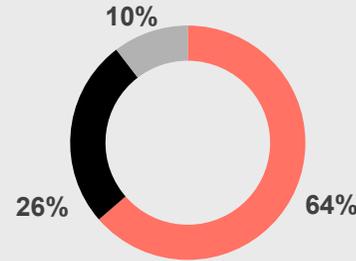


Accelerating sustainable transformation: building trust through independent validation mechanism

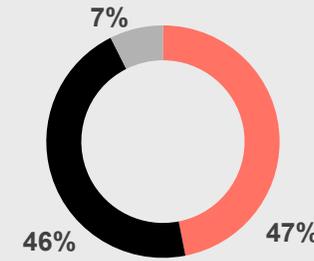
Companies with **targets** set to specific areas of focus



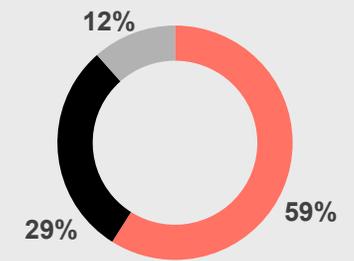
Companies **measuring** progress on concrete sustainability targets



Companies which produce sustainability **reports**



Companies that **share** their sustainability results externally



■ Yes ■ No ■ I don't know

Regardless of the dimension, whether it is an environmental, social, business set of action, it is best practice to drive change through target setting, measurement of progress, communication of results. **What is not measured can not be managed and what is not communicated does not exist.**

Measurement on progress allow companies to identify and address barriers early on¹⁰, anticipate and meet the next sustainability requirements, encourage participation of business partners, secure the right level of support, including investments, within the organization and outside.

Globally in air cargo, nearly 62% of companies

indicate they have targets set in specific areas of sustainability and almost two thirds of them measure performance and progress against those targets.

But today's society is facing a **trust issue**. Consumers and citizens do not trust politicians, journalists and corporates. Verification, validation and certification programs help build or restore that trust.

Independent validation of status, commitments and progress of sustainable initiatives taken by air cargo companies would help build the trust amongst business partners, further accelerating industry's sustainable transformation and secure

more investments and additional support for it. A role TIACA, as neutral international association, could play.



Accelerating sustainable transformation: TIACA's role

As part of the association's vision for the industry of defining the "next normal" and its mission of uniting the air cargo community, TIACA aims at embedding sustainability into present and future strategies to make the air cargo industry more responsible, resilient and future-proof.

Sustainability program

With TIACA's 3+2 sustainability vision the association aims to:

- **Drive** sustainability goals for air cargo
- **Raise awareness** for urgent action
- **Share** best practices
- **Call for** innovation and partnerships
- **Support** its members in their move to proactive strategy
- **Help** all types of organizations in setting their strategy and concrete action plan
- **Celebrate** and promote individual and overall industry achievements
- **Unite** stakeholders towards shared commitments and consistent targets and one voice

As the unique international air cargo industry association, TIACA is best positioned to bring all players together, define a common and coherent industry framework for business action and support its members to accelerate their sustainable transformation.

More than half of survey respondents agreed TIACA's Sustainability4Cargo events were useful and expressed a need for sustainability guidelines, training courses and benchmarking or certifying sustainability performance.

Concrete areas for further engagement

The key areas of support that airfreight professionals expect TIACA to take the lead on showcase there is a desire for the industry to understand better the business case of sustainability for their companies, be supported in setting their sustainability strategy and roadmap towards concrete objectives as well as facilitating industry collaboration to achieve them.



Launching or supporting industry initiatives

- 1 Developing of a global industry commitment with a roadmap towards long-term and short-term goals
- 2 Promoting the value of air cargo and its contribution to SDGs
- 3 Raise awareness on the importance of sustainable transformation of air cargo

Supporting companies

- 1 Identifying business partners to work with (Independent validation program, Networking)
- 2 Help promoting own initiatives, innovative ideas and best practices (Events & outreach, Awards)
- 3 Identifying sustainability initiatives to join (Knowledge platform, Industry partnerships)

Accelerating sustainable transformation: time is now!

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

There is no time to waste to ensure air cargo contributes to meeting SDGs in 2030!

With COVID-19 crisis, we all talk about rethink and reboot. This is a unique opportunity for businesses to reboot better: digital and sustainable!



Acknowledgements

Endnotes

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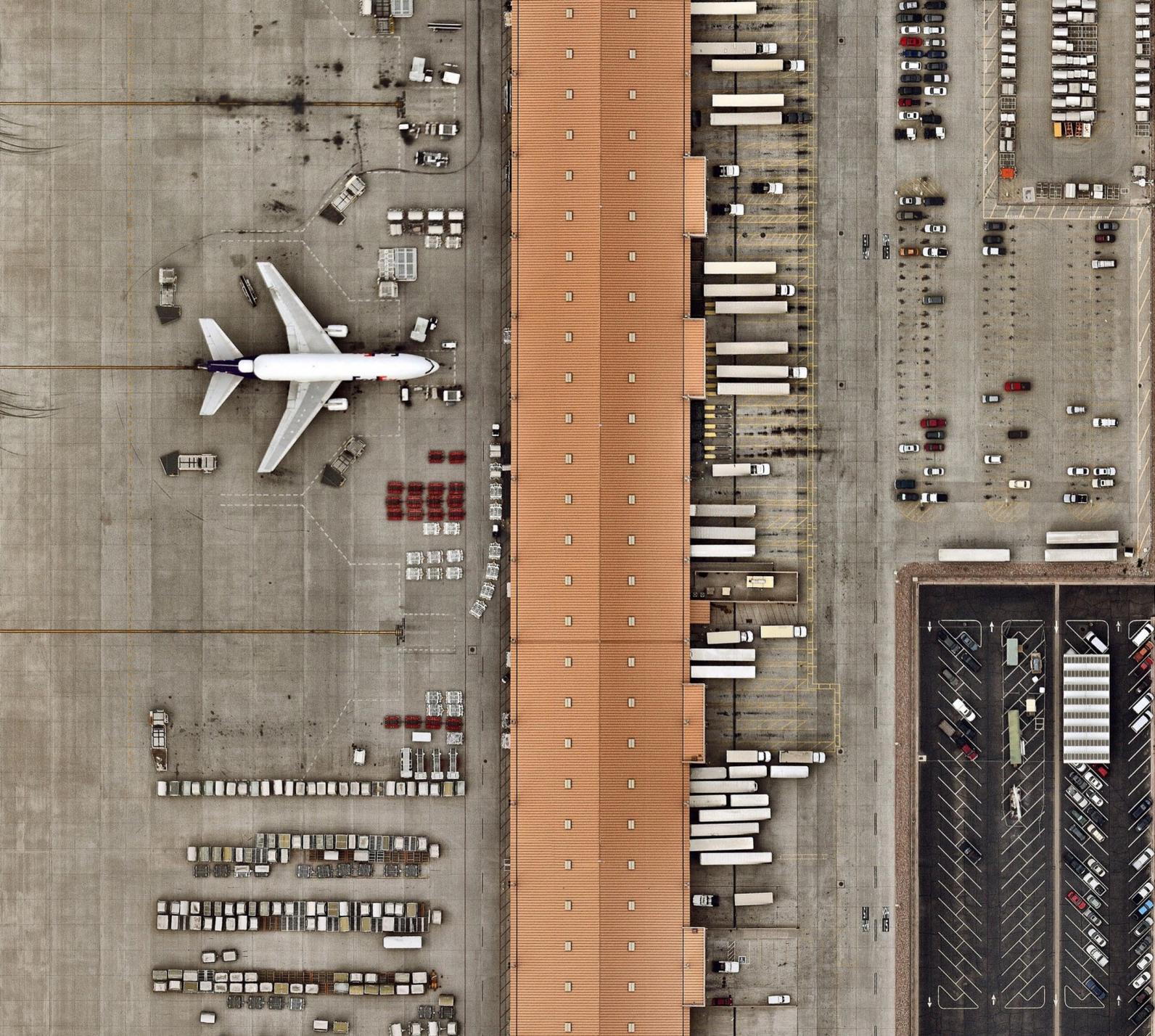
Smart Freight Centre

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An aerial photograph of an airport tarmac and hangar. A large white passenger airplane is parked on the left side of the tarmac. To the right of the airplane is a long, narrow hangar with a corrugated metal roof. Further to the right is a parking lot filled with many cars and several semi-trucks. The ground is paved and shows various markings and equipment.

CHANGEHORIZON

Proudly mandated to support TIACA developing its Sustainability program since 2019 and committed to help accelerate sustainable transformation of the air cargo industry.

Change Horizon is a consulting business, founded by Céline Hourcade in September 2019.

We help organizations in the aviation and logistics industries, including established companies, start-ups, industry associations and international organizations. We focus on generating added value, success and capability development in areas of:

- Strategy and business development
- Stakeholder engagement and outreach
- Change management
- Sustainability vision and projects
- Transformation and innovation

We work closely with client teams to achieve agreed and specific goals. Our flexible and tailored services include:

- Sparring partnership to executives
- Consultancy and advisory services
- Research and insights
- Interim management
- Hands-on support
- Mentorship

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