Assessment Guidelines

Blue Sky
SUSTAINABILITY
VERIFICATION
PROGRAM

Get ready for your air cargo
specific sustainability assessment

TIACA
THE INTERNATIONAL AIR CARGO ASSOCIATION

Version 1.1
September 2022

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Acknowledgments

About these guidelines

These guidelines are a practical tool to help companies to prepare for their TIACA BlueSky assessment.

The BlueSky assessment can provide the most value when done with a good preparation of content to answer the questionnaire and a meticulous collection of all the necessary evidence to support the positive answers.

We recognize this requires substantial resources for companies that will undertake the assessment. With these guidelines, our aim is to make this process as clear and efficient as possible.

We would like to emphasize that through the BlueSky assessment is a team work. Close collaboration between teams is strongly advised.

These guidelines will be updated regularly with the development of the BlueSky program and to reflect the evolving global sustainability requirements, regulations and common practices.

TIACA welcomes suggestions and comments to the BlueSky program structure and processes.

Versioning

Version number	Date	Description of changes	Authors and contributors
V1.0	March 2022	Creation	C. Hourcade, J. Messeiller, G. Hughes
V1.1	September 2022	Updates following the pilot phase and the workshop with TIACA to simplify the questionnaire, remove questions that are not relevant, rephrase few questions to gain clarity and add missing questions.	C. Hourcade, J. Messeiller, G. Hughes

TIACA's approach to sustainability

TIACA's sustainability vision, established with the kick-off of its Sustainability program in the Fall of 2019, presents a **unique perspective of 3+2: doing good for the planet, the people and the business, enabled by innovation and partnerships**.

We believe it is not only required to work on decreasing environmental footprint, maximizing economic profitability and positive social impacts, but it is also essential to work closely with industry players to drive innovation across the air cargo supply chain, supporting the development of new technologies that contribute towards sustainable growth.

TIACA's Sustainability program

TIACA's Sustainability program aims at:

- Raising awareness & giving a higher sense of sustainability urgency
- Driving sustainability goals within the air cargo industry
- Uniting multiple stakeholders with shared commitments & global targets & one voice
- Calling for innovations and partnerships
- Helping organizations of all size and everywhere to define their own sustainability strategies and action plan
- Celebrating individual successes and communicating on industry achievements
- Sharing best practices
- Supporting members to move from reactive to proactive strategies

TIACA's Sustainability Program

TIACA's Sustainability program continues to evolve in order to help our members and the broader air cargo industry in their sustainable transformation journey.

Raise awareness

We run regular **sustainability webinars and dedicated sessions at our in-person events** to raise awareness and educate our members and the broader industry.

Mobilize expertise

We partner with **Change Horizon** and its recognized air cargo sustainability experts to develop and drive our Sustainability agenda.

We have also gathered experts and passionate sustainability leaders in the **Sustainability Working Group** to produce tangible guidelines and recommendations that benefits the entire industry.

Drive change

Within **the Air Cargo Sustainability Roadmap** published in November 2021, we look at the great role air cargo plays in supporting the 17 UN Sustainable Development Goals (SDGs) and we identify 30 specific actions the industry should be prioritizing.

Unite industry partners

We engage all our industry partners, **at global, regional and local levels**, to commit to the 30 actionable priorities and collectively agree on relevant targets and timelines.

Reward innovation

We encourage, promote and reward sustainable practices and innovations with our **Annual Industry Awards**.

Monitor progress

We run an **Annual Industry Survey** to assess the air cargo sustainability maturity and monitor progress made year on year. We publish the findings in our annual Insight Report.

Support companies

We built an **industry assessment, verification and validation program, BlueSky**, to identify companies' strengths and improvement opportunities and recognize performance in sustainability.

8 key objectives for a sustainable air cargo

Published in November 2021, TIACA's **Air Cargo Sustainability Roadmap** identifies 30 specific actions the industry should be prioritizing to maximize its contribution to a sustainable world and minimize its negative impacts, especially on the planet.

These 30 priorities are addressing **8 key objectives**:

Environment

1. Decarbonize

2. Eliminate waste

3. Protect biodiversity

Society

4. Support local economies and communities

5. Improve lives and well-being

Culture & Leadership

6. Improve efficiencies and profitability

7. Attract, retain and develop employees

8. Build and nurture partnerships

30 actionable priorities for air cargo

Environment

1. Invest in and deploy Sustainable Aviation Fuels (SAF) or other fossil-free energy
2. Upgrade fleets to cleaner aerial and ground vehicles
3. Transition to green buildings
4. Use effective offsetting mechanisms
5. Investigate and adopt carbon capture technologies
6. Reduce energy consumption in own operations
7. Optimize vehicle utilization
8. Reduce weight of vehicles and ancillary equipment
9. Promote circular economy
10. Eliminate single-use plastic and foam
11. Replace hydrofluorocarbons with natural refrigerants
12. Improve water management
13. Improve operations & traceability to eliminate perishable waste
14. Further enhance live animals' transportation practices
15. Combat illegal wildlife trade to protect endangered species

Society

16. Enhance connectivity to unlock new markets and create more jobs
17. Combat illegal trade and smuggling of goods and humans
18. Reduce noise
19. Improve local air quality
20. Develop innovative solutions to reach more people with healthcare and essential goods

Culture & leadership

21. Drive continuous improvement and operational excellence
22. Accelerate digitalization
23. Invest and support innovation
24. Invest in training & education
25. Improve employee experience
26. Advance diversity & inclusion
27. Promote air cargo as a career choice
28. Support business partners
29. Lead change through sustainable sourcing & procurement practices
30. Contribute to the global picture through industry collaboration

TIACA's BlueSky Program

Assessment, verification & validation of your sustainability performance

Responding to industry's needs

Through the industry sustainability surveys, the air cargo community expressed a need for an industry-specific mechanism to track their sustainability progress, benchmark against peers and accelerate industry's transformation.

TIACA is responding to this need with BlueSky, a sustainability assessment, validation and verification scheme, specifically designed for the air cargo industry.

BlueSky aims at being a pragmatic tool to:

- Recognize and reward organizations progressing along their sustainability transformation journey

- Build trust amongst industry partners and show where a company is in its sustainable transformation journey

- Help companies get to the next level with personalized sustainability plans

- Support the sustainable transformation of the air cargo industry through benchmarking and best practice sharing

Sustainability is a journey

The BlueSky assessment is designed to be renewed every 2 years for the following reasons:

- We recognize sustainability is a journey and every company's sustainability performance and maturity will evolve overtime

- Most of the efforts should be focused on acting rather than reporting and we want to give time to improve from one validation to another

- We believe there is urgency to act, so we want to set a dynamic pace

A multi-tiered approach to sustainability excellence

Assessment Guidelines	Desktop Verification	Onsite Validation
UPON REQUEST	**2-YEAR RENEWABLE ASSESSMENT**	**2-YEAR RENEWABLE ASSESSMENT**
Guide helping companies build self-awareness and prepare for desktop validation	1-hour preparatory call between applicant and independent validator	Desktop verification process
Full list of questions and features in online verification	Desktop verification of provided answers and evidence materials	Onsite visit by TIACA's nominated independent validator
Requirements for answers and evidence materials	Customized dashboard with performance score and analysis	Several preparatory and briefing meetings
Assessment process and methodology	30-min briefing call with applicant	Badge of excellence and independent validator attestation
Free to download		Customized dashboard and detailed report with recommendations
	TIACA members, small businesses and companies from developing nations benefit from a discount	*TIACA members, small businesses and companies from developing nations benefit from a discount*

Going through your BlueSky assessment

The BlueSky process

Desktop verification

1. Get familiar with the assessment guidelines

2. Sign-up for the desktop verification & pay your participation fees

3. Get an independent validator assigned by TIACA

4. Get invited by TIACA to a 1h briefing call with your assigned validator to prepare the assessment

5. Complete the assessment and collect the needed supporting documents

6. Share the completed file with TIACA

7. Once you send the completed assessment file together with the supporting documents to TIACA, the independent validator will be notified and will have 4 weeks to perform the verification and establish your company's dashboards

8. Get your BlueSky dashboards and attend a 30min briefing call on your results

Onsite validation

Follow steps 1 to 6 from the desktop verification process

7. Once you send the completed assessment file together with the supporting documents to TIACA, the independent validator will be notified and will have 4 weeks to perform the desktop verification and establish the onsite validation plan

8. Schedule and prepare the onsite visit with your assigned validator

9. Support your validator onsite with any query

10. After the onsite visit, the validator will have 2 weeks to establish your BlueSky dashboard and detailed report

11. Get your BlueSky excellency badge (if applicable), your BlueSky dashboard and detailed report explained by your assigned validator during an online meeting

Why choosing the onsite validation approach?

While it might not be necessary for small businesses, the onsite validation is necessary for larger and more complex organizations.

It will allow a better assessment of your current sustainability maturity and provide you with meaningful insights on your strengths and areas of improvement.

It will also be more credible for your external stakeholders, contributing to building and consolidation trust amongst the community.

Assessment and scoring principles

Assessment process

Once the validator receives an application, (s)he will start evaluating each question. The process starts with an assessment of whether a question is applicable to that company.

Company's sector, size, business complexity and assets operated affect the applicability of a question.

If the question is applicable and the answer is positive, a score or bonus points are assigned.

Next step is to check if evidence is required, and if yes, if this evidence is appropriate and sufficient.

More information about requirements for evidence can be found on page 14.

Scoring principles

Answers provided to the BlueSky questions will generate a global score. As this is evidence-based, we have introduced 2 scores: the actual or verified score and the potential score.

Verified score
If evidence is not required or is sufficient, the score is assigned in the bucket of verified score.
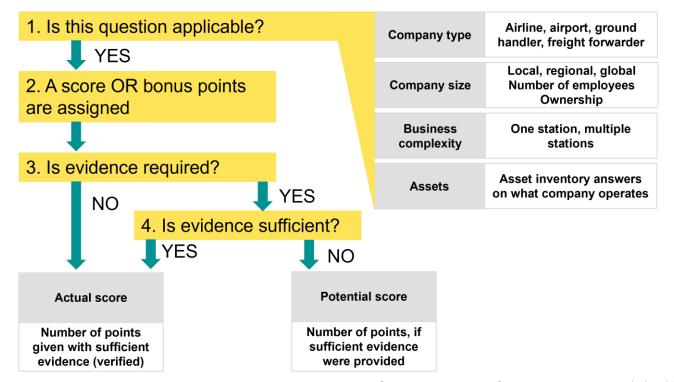
Potential score
If evidence is required, but is not sufficient or appropriate, the original score is taken away and placed in the bucket of potential score.

Bonus points

Bonus points are not part of the maximum points bucket and are influenced by the quality of the submission.

The objective of bonus points is to recognize exceptional performance of a company in such areas as industry awards, participation in global sustainability frameworks or R&D.
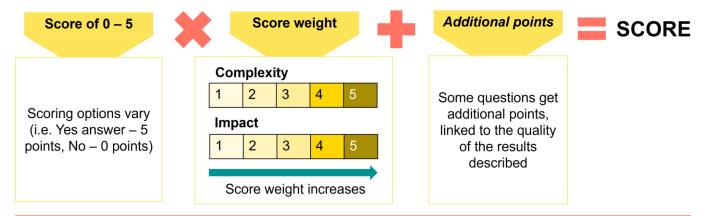
1. Is this question applicable?		
YES		
2. A score OR bonus points are assigned		
3. Is evidence required?		
NO	**YES**	
	4. Is evidence sufficient?	
	YES	**NO**

Company type	Airline, airport, ground handler, freight forwarder	
Company size	Local, regional, global Number of employees Ownership	
Business complexity	One station, multiple stations	
Assets	Asset inventory answers on what company operates	

Actual score

Number of points given with sufficient evidence (verified)

Potential score

Number of points, if sufficient evidence were provided

Score composition & breakdown

Score composition

Each question is scored between 0 and 5. Depending on the type of answers provided, the score could be 0 for No and 5 for Yes. Or it could be a range of 1, 3 and 5, for example.

Based on the complexity of the topic and activity as well as its impact on the company's sustainability efforts, a weighting system is applied.

In specific cases, based on the quality of the results described, a company can be allocated a number of additional points.

Score of 0 – 5	✖	Score weight	➕	Additional points	═	**SCORE**
Scoring options vary (i.e. Yes answer – 5 points, No – 0 points)		**Complexity** 1 2 3 4 5 **Impact** 1 2 3 4 5 → Score weight increases		Some questions get additional points, linked to the quality of the results described		

If evidence is required but not provided or not sufficient, the Actual Score = 0
(Potential Score shows the number of points if the evidence were provided)

Score breakdown

Scores are broken down by priorities, as defined in the Air Cargo Sustainability Roadmap and by nature of action:

Commitments & Leadership	34% - 40%
Measurement & Reporting	3% - 6%
Improvement & Achievements	57% - 60%

The goal is to ensure measurable improvements and achievements carry the most weight.

High level CSR	4% - 5%
Decarbonize	
Eliminate waste	39% - 45%
Protect biodiversity	
Support economy & community	
Improve lives & well-being	20% - 25%
Improve efficiency & profitability	
Attract, retain, develop employee	30% - 36%
Industry partnership & leadership	

Requirements for evidence

Always required

Evidence that must be submitted is essential to supporting positive answers to questions. Examples include, but not limited to:

- Set targets
- Sustainability/Annual reports
- Audits
- Measurable achievements (track record in…)
- Badges, labels, certificates, awards

Nice to have but not always possible

Evidence which is important to supporting the positive answers but may not exist in a shape and form that is easy to share. For example:

- Policies, processes which do or do not exist in written form, but are already ingrained in the corporate culture

Not required

Evidence that is not possible to provide due to data security reasons or simply not contributing to positive answers. Examples include:

- Training of employees on a given policy
- Sensitive information that could compromise the company (such as details on security and cyber security strategy and measures)

Preparing for your BlueSky assessment

What

The BlueSky assessment questionnaire consists of 6 sections to complete:

1. Company's details
2. Asset inventory
3. High-level CSR maturity
4. Environment
5. Society
6. Culture & leadership

In line with the Air Cargo Industry Roadmap, BlueSky is specific to air cargo. It is **not duplicating existing sustainability reporting frameworks but complementing them.**

The objective of the TIACA sustainability rating methodology is to measure the maturity of a company's sustainable transformation journey, amongst the 30 actionable priorities for air cargo defined in the Air Cargo Sustainability Roadmap – through its strategies & policies, commitments & leadership and improvement actions.

Who

Depending on the size of the company going through the assessment, complementing the BlueSky questionnaire might require a **team effort**.

Take your time to engage with the people in charge of environment, human resources, customer engagement, digitalization, quality, business partnerships, etc.

BlueSky will rely on **a network of independent validators.** They will be trained on common assessment, verification and validation practices to ensure consistency. Companies will be assigned an independent validator by TIACA and we will ask you to confirm there is no existing business relationship between the company and the assigned validator, to ensure there is no conflict of interest.

How

The initial assessment is done using an **Excel-based tool**. It is planned that BlueSky evolves into an online tool.

As a general principle, the burden of the proof relies on the company being assessed and company will be credited only if **evidence** is provided.

The role of a validator is to verify the answers and confirm sufficient and appropriate supporting evidence is provided. It is not the role of a validator to investigate the authenticity of supporting materials and research the missing information.

Independent validators will need companies to provide formal, recent, and credible documentation that serves as a reliable element of the company's sustainability strategy, such as reports, policies, procedures, certificates, training materials. Validators will also use external sources of information to cross-check the submitted information.

Section 1: company's details

Content

This section should be easy and quick to complete with the following details:

- Headquarters details
- Corporate structure
- Number of employees (for the group, at headquarters and at subsidiaries/stations)
- Annual revenues in last fiscal year (for the group, at headquarters and at subsidiaries/stations)
- Scope of activities, including storage, handling and transport of perishables, live animals and pharmaceuticals.

Supporting documents

Supporting documents you should provide:

- A description of your corporate structure, with details of your subsidiaries and/or local stations, and number of employees

Additional supporting documents you could provide to help the validator:

- Your latest corporate annual report
- Your Board of Directors (or equivalent governing structure) composition
- Your CEO and senior management team profile

Contribution to the rating

All the questions are for administrative purposes or for our validator to get an understanding of your company and its scope and complexity. As a consequence, they are not scored.

Questions on perishables, live animals and pharmaceuticals will define if further graded questions on these topics will be considered in the assessment of the company.

Section 2: asset inventory

Content

This section focuses on the asset you own or lease:

- Aircraft
- Unmanned Aerial Vehicles (UAVs)
- Trucks
- Company cars
- Ground Service Equipment (GSEs)
- Unit Load Devices (ULDs)
- Building & facilities

We ask you to provide an inventory of your assets and we ask questions to understand the evolution of your fleet and future plans.

We tried to simplify the questionnaire for you, so most of the questions require a Yes/No or a number.

The time to complete this section will depend on the number of asset you own and use.

Owned versus leased asset

As a direct owner of an asset, you are in full control.
As a user of an asset that you lease, you have an indirect control, but you can still influence the overall strategy and actions of the lessors.

This is why we ask you to indicate the number of owned assets versus leased ones, and in the Environment tab we ask if you work with your lessor(s) and/or landlord(s) to make the asset more environmentally-friendly.

Converted aircraft

Converted aircraft refers to the passenger aircraft converted definitely into freighter. We are not referring to the temporary adaptation of the fleet to add extra capacity for cargo while passenger traffic is low due to the COVID-19 pandemic.

UAVs

"Cargo drones" are new types of commercial aircraft that can be added to your fleet and deliver cargo in remote areas, on new point-to-point routes, be efficient healthcare logistics solutions, etc.

Contribution to the rating

The inventory questions are for our validator to get an understanding of your company, its scope and complexity. These questions are not scored.

Section 3: high-level CSR maturity

Content

This section focuses on high-level CSR maturity of your organization:

- Corporate mission statement
- 19 easy questions to assess your company's CSR maturity

This section should be easy and quick to complete.

Supporting documents

Supporting documents you should provide:

- Any evidence supporting your positive answers
- Any evidence of certification/labels you have
- Audit reports and third-party verifier letters if any
- Your official sustainability reports if you are using a known recognized scheme (GRI, CDP, UN Global Compact, SASB, EcoVadis, etc)

Additional supporting documentation you could provide to help the validator:

- A presentation of your CSR strategy, commitments, teams, achievements

Contribution to the rating

If supported by evidence, each positive answer will contribute to the overall rating, as well as will contribute to the scores on these specific actionable priorities:

- Support business partners
- Lead change through sustainable sourcing & procurement practices
- Contribute to the global picture through industry collaboration

Section 4: environment

Content

This section focuses on your specific commitments and improvements on the environmental side:

- General
- Decarbonization
- Waste management
- Water management
- Biodiversity protection

The questions are divided in 2 or 3 categories:

- Commitments & leadership
- Measurement & reporting
- Improvements & achievements

4 sections are added if relevant to the company taking the assessment:

- Focus on Decarbonization Research & Development (R&D) efforts
- Focus on SAF (sustainable aviation fuel)
- Focus on perishable waste
- Focus on live animals' transportation best practices

Supporting documents

Supporting documents you should provide:

- Any evidence supporting your positive answers
- Any evidence of certification/labels you have, including your ACI Carbon Accreditation level for airports if any

Answers to questions which require a company to confirm its track record in decarbonization activities, for example, need to be accompanied by evidence materials, even if this information is public.

Contribution to the rating

If supported by evidence, each positive answer will contribute mainly to the Environment-related actions:

- Invest in and deploy SAF or other fossil-free energy
- Upgrade fleets to cleaner aerial and ground vehicles
- Transition to green buildings
- Use effective offsetting mechanisms
- Investigate and adopt carbon capture technologies
- Reduce energy consumption in own operations
- Optimize vehicle utilization
- Reduce weight of vehicles and ancillary equipment
- Promote circular economy
- Eliminate single-use plastic and foam
- Replace hydrofluorocarbons with natural refrigerants
- Improve water management
- Improve operations & traceability to eliminate perishable waste
- Further enhance live animals' transportation practices
- Combat illegal wildlife trade to protect endangered species

The asset modernization questions might also contribute to the scores in the following categories:

- Reduce noise
- Improve local air quality
- Lead change through sustainable sourcing & procurement practices

Section 5: society

Content

This section focuses on your specific commitments and improvements on the society side:

- Connectivity & jobs
- Illegal trade (drugs, counterfeit, highly taxed goods, cultural heritage)
- Noise reduction
- Local air quality improvement
- Healthcare logistics & humanitarian aid

The questions are divided in 2 or 3 categories:

- Commitments & leadership
- Measurement & reporting
- Improvements & achievements

We tried to simplify the questionnaire for you, so most of the questions require a Yes/No or a number.

If you answer Yes to any of the questions, you will need to provide associated details and evidence.

1 section is added if relevant to the company taking the assessment:

- Focus on pharmaceuticals' transportation best practices

Supporting documents

Supporting documents you should provide:

- Any evidence supporting your positive answers
- Any evidence of certification/labels you have

Contribution to the rating

If supported by evidence, each positive answer will contribute mainly to the Society-related actions:

- Enhance connectivity to unlock new markets and create more jobs
- Combat illegal trade and smuggling of goods
- Reduce noise
- Improve local air quality
- Develop innovative solutions to reach more people with healthcare and essential goods

Section 6: culture & leadership

Content

This section focuses on your specific commitments and improvements on the culture & leadership side:

- Continuous improvement & operational excellence

- Digitalization

- Innovation

- Health & safety

- Learning & development

- Diversity & inclusion

- Industry partnerships & leadership

The questions are divided in 2 or 3 categories:

- Commitments & leadership

- Measurement & reporting

- Improvements & achievements

2 sections are added if relevant to the company taking the assessment:

- Focus on cyber security under digitalization

- Focus on IT-related Research & Development projects under innovation

Supporting documents

Supporting documents you should provide:

- Any evidence supporting your positive answers

- Any evidence of certification/labels you have

Contribution to the rating

If supported by evidence, each positive answer will contribute mainly to the culture & leadership-related actions:

- Drive continuous improvement and operational excellence

- Accelerate digitalization

- Invest and support innovation

- Invest in training & education

- Improve employee experience

- Advance diversity & inclusion

- Promote air cargo as a career choice

- Support business partners

- Lead change through sustainable sourcing & procurement practices

- Contribute to the global picture through industry collaboration

Using your BlueSky dashboards

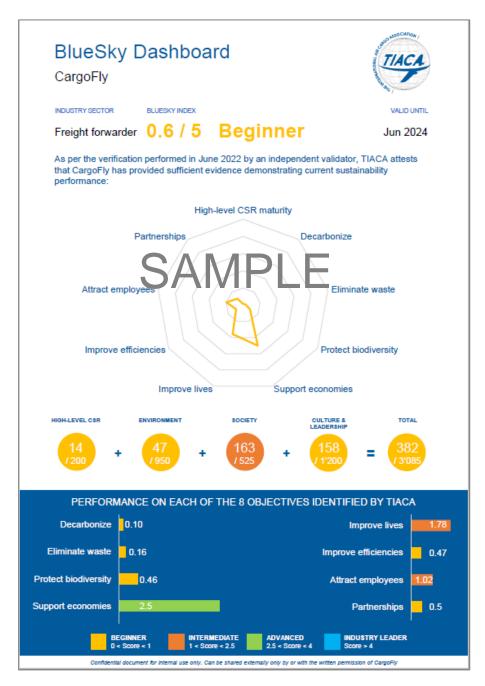# The BlueSky dashboards

Verified BlueSky Dashboard

The **verified BlueSky dashboard** showcases resulted confirmed with sufficient and appropriate evidence.

The dashboard report is meant to provide a summary of the assessment results, a rating in a stakeholder group as well as the graphs highlighting company's strengths and areas for improvement.

The top section of the dashboard identifies the company, its sector, its overall sustainability score – the BlueSky Index –, maturity level and the end validity date.

The spider diagram provides a snapshot of company's strengths and areas of improvement for each of the 8 sustainability priority topics identified in the TIACA Air Cargo Sustainability Roadmap. Although the maximum available score varies per topic, the results are adjusted to be comparable in the graph.

Each of the 8 priorities are given an individual performance scoring, classified into 4 different maturity levels. The scoring of each area varies based on the scope of work, resources and effort a given company would need to allocate to address it.

BlueSky Dashboard
CargoFly

INDUSTRY SECTOR	BLUESKY INDEX		VALID UNTIL
Freight forwarder	**0.6 / 5**	**Beginner**	Jun 2024

As per the verification performed in June 2022 by an independent validator, TIACA attests that CargoFly has provided sufficient evidence demonstrating current sustainability performance:

SAMPLE

Spider diagram axes: High-level CSR maturity, Decarbonize, Eliminate waste, Protect biodiversity, Support economies, Improve lives, Improve efficiencies, Attract employees, Partnerships

HIGH-LEVEL CSR	ENVIRONMENT	SOCIETY	CULTURE & LEADERSHIP	TOTAL
14 / 200	47 / 950	163 / 525	158 / 1'200	382 / 3'085

14 + 47 + 163 + 158 = 382

PERFORMANCE ON EACH OF THE 8 OBJECTIVES IDENTIFIED BY TIACA

Decarbonize	0.10	Improve lives	1.78
Eliminate waste	0.16	Improve efficiencies	0.47
Protect biodiversity	0.46	Attract employees	1.02
Support economies	2.5	Partnerships	0.5

BEGINNER 0 < Score < 1 | **INTERMEDIATE** 1 < Score < 2.5 | **ADVANCED** 2.5 < Score < 4 | **INDUSTRY LEADER** Score > 4

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This is why decarbonization has a higher total score number than protecting biodiversity, for example. Also, given that different air cargo stakeholders may have a varying level of influence in each of the 8 priorities, the scoring will be adjusted. For example, and airline may have a different scope of work done to invest and use Sustainable Aviation Fuels (SAF) than a freight forwarder.

Potential BlueSky Dashboard

The potential dashboard report is meant to highlight what results could have been achieved with sufficient or appropriate evidence.
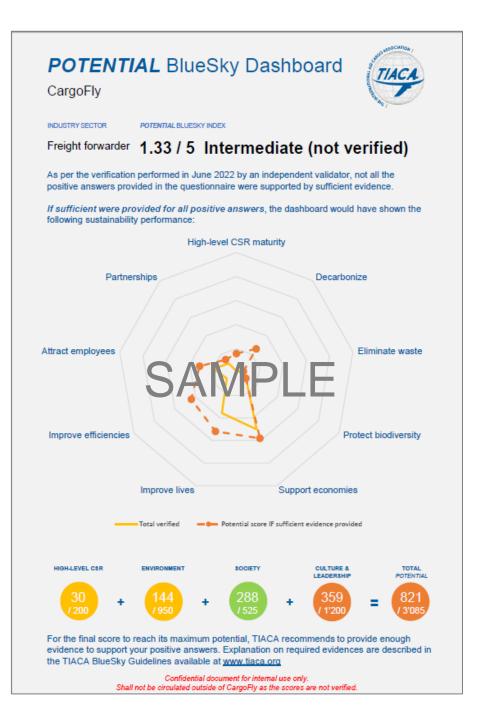
This dashboard gives an overview of company's sustainability performance including all positive answers, even if evidence to support these answers was not provided or was not appropriate or sufficient.

The aim of this dashboard is to give companies the opportunity to identify areas where they could score higher based on their current practice.

For example, it may require closer collaboration between teams to gather additional evidence on activities, data or achievements. In other cases, collecting missing evidence may mean contacting partners or customers.

The top section of the dashboard identifies the company, its sector, its overall potential sustainability score.

The spider diagram provides a snapshot of company's strengths and areas of improvement for each of the 8 sustainability priority topics identified in the TIACA Air

Cargo Sustainability Roadmap. The dashed line shows the potential score, if sufficient evidence were provided, while the continuous line shows the actual verified score.

The top areas with total score show potential maturity levels with a change of color.

This is a confidential document for internal use only.

Understanding the BlueSky Index

The purpose of the BlueSky Index is to be able to compare the final scoring among the 8 air cargo sustainability priority areas, as well as, eventually, among industry peers.

Index calculation

The BlueSky Index is a figure with 2 decimals from 0 to 5 calculated as follows:

$$\frac{\text{Total number of verified points (including bonus points)}}{\text{Maximum number of points (excluding bonus points)}} \times 5$$

Grading system

The BlueSky Index will indicate where the assessed company is in its sustainability journey:

BEGINNER
0 < Score < 1

INTERMEDIATE
1 < Score < 2.5

ADVANCED
2.5 < Score < 4
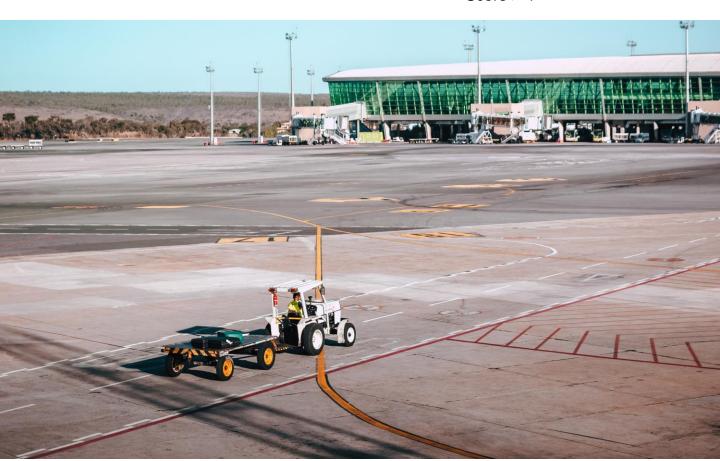
INDUSTRY LEADER
Score > 4

The BlueSky detailed report

For companies that will go through the onsite validation, a detailed report will be produced.

Supporting your sustainable transformation journey

The detailed report will include the BlueSky dashboard and will then be completed by in-depts analysis based on each of the 30 actionable priorities.

The report will also identify the company's strengths in each topic and the improvement areas.

It is therefore designed to help the company to identify the next steps in its sustainable transformation journey.

Recognizing excellence

Companies with significant and outstanding ratings will get recognized with a BlueSky excellency badge.

These badge and their design are still to be developed. Stay tuned!

IN FOCUS: ENVIRONMENT 45/60

Decarbonize 15/20

No	Actionable priority	Score	Max available score	Provided evidence
1	Invest in SAF	1	2	SAF purchased
2	Upgrade fleets	1	2	Documentation
3	Green buildings	2	3	LEED certified
4	Carbon offsetting	3	4	1K cooking stoves
5	Carbon capture	1	2	R&D grant
6	Optimize vehicle use	2	2	Vehicles shared
7	Reduce weight	2	2	Light ULDs used
8	Reduce energy use	3	3	Operational efficiencies

Strengths

A solid progress done in decarbonization with official targets set in policies and annual progress tracking.

Outstanding resources and budget dedicated to SAF development.

Improvement areas

Recommendation to optimize resources and formalize a strategy to address inefficient energy use at warehouses and office buildings.

More concerted effort recommended in area of SAF development, including infrastructure providers, governments and carriers.

Eliminate waste 10/20

No	Actionable priority	Score	Max available score	Provided evidence
9	Circular economy	1	4	3R applied
10	Single-use plastic & foam		4	Documentation
11	Use of natural refrigerants	1	5	R&D
12	Water management	4	5	Rainwater use
13	Perishable waste reduction	1	2	Composting

Strengths

An extensive program tackling removal of single-use plastics from packaging. Solid strategy to reuse collected rainwater.

Improvement areas

Recommendation to formalize and structure all the efforts done in circular economy area.

Protect biodiversity 20/20

No	Actionable priority	Score	Max available score	Provided evidence
14	Live animals' transportation	10	10	Complying with LAR
15	Wildlife trafficking prevention	10	10	Signatory to BPD

Strengths

Exceptional work done in animal transportation and wildlife protection.

Improvement areas

Recommendation to boost communication efforts on activities and collaboration deals.

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DRAFT DESIGN

How to use your BlueSky reports

Confidential unless you decide to make it public

The BlueSky dashboard is a confidential document and is not meant to be shared publicly unless the company wishes so.

The BlueSky dashboard and the detailed report can be used as a baseline tool for your sustainability transformation projects. They can also be used as an internal communication tool to inform your employees about what your company is doing.

For example, the BlueSky dashboard could be used with your external stakeholders to communicate on your current sustainability transformation journey and current performance.

Part of your non-financial reports

The BlueSky dashboard could be added to your non-financial reporting pack.

If you produce and publish a sustainability report or add a sustainability section to your annual report or not, you may decide to use the BlueSky dashboard and the detailed report as part of it.

In case you are not producing and publishing a sustainability report yet, the BlueSky dashboard and detailed report can be an alternative.

This will be a very useful tool to communicate with your external stakeholders.

Could support your RFP processes and help you secure contracts

More and more of your business partners, customers, shareholders are requesting transparent information about your sustainability credentials.

Sharing your BlueSky dashboard and detailed report is a way to provide verified and trustworthy information about your sustainability credentials. It might help you win contracts, or at least not being disqualified by default.

Important note: only verified dashboard and report can be shared externally. The Potential dashboard cannot be shared as answers were not supported by sufficient evidence.

Acknowledgements

CHANGEHORIZON

Independent management consulting practice, based in Switzerland, Change Horizon is a driver for positive change within the aviation & logistics sectors.

Our growing team of consultants helps organizations to understand the global trends affecting them and accompany them to adapt their corporate strategy and culture to embrace the opportunities on their horizon. We focus our efforts on 4 areas that we feel strongly about:

- Sustainability

- Diversity & inclusion

- Unmanned aviation & logistics

- Cybersecurity

We are the proud partner of TIACA on sustainability, driving their Sustainability program since its inception in 2019: we have designed and launched the annual awards, run the annual industry survey, established and published the Air Cargo Industry Survey and designed the BlueSky program.

Sustainability solutions

Vision and projects	Strategy development	Industry perspective & global trends
SWOT analysis & assessments	Market analysis & feedback surveys	Change management
Stakeholder engagement & outreach	Employee engagement & alignment	Coaching & training

www.changehorizon.ch