

# Annual Responsible Business Report

June 2017

Carlson  
Wagonlit  
Travel



## About this report

**Carlson Wagonlit Travel (CWT) has produced an annual update of its Responsible Business (RB) program since the launch of the RB commitments in 2012. This is the fifth annual report, providing a detailed account of CWT's Responsible Business strategy, initiatives and performance during the 2016 calendar year.**

**The report has been written in accordance with the Global Standard Initiative (GRI) G4 guidelines (core level) and covers all wholly-owned CWT premises and joint ventures where CWT has an active presence.**

### *we think...*

Our view of the Responsible Business topic and how it fits with our strategy and objectives.

### *we did...*

Our performance against our objectives.

### *we will...*

Our commitments for future performance and accomplishments, driven by our 2020 Responsible Business objectives.

### *we said...*

Our past statements of commitment and our 2015 objectives.

### *we do...*

The activities and ongoing processes that ensure we strive to be a Responsible Business.

### *we live...*

How we demonstrate that Responsible Business is being "lived" by our people.



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**Diana L. Nelson**  
Chair of Carlson's Board

## MESSAGE FROM THE CHAIR OF CARLSON'S BOARD

"Believing that business can be a platform for positive impact is at the core of the Carlson ethic."

**Diana L. Nelson**

**I am honored to introduce the 2017 CWT Responsible Business Report. In every part of the Carlson enterprise, we strive to be leaders and deliver outstanding performance, setting the hurdle high for excellence across our responsible business platform.**

I am truly gratified that this year CWT was awarded the Gold Corporate Social Responsibility rating by the independent and widely respected environmental and social performance assessment agency EcoVadis. The Gold rating places Carlson Wagonlit Travel among the top 1% of all companies assessed by EcoVadis. This outcome reflects the commitment of CWT CEO Kurt Ekert and the Executive Leadership team, the hard work and engagement of colleagues at every level of our business around the world, and the encouragement received from our clients.

Believing that business can be a platform for positive impact is at the core of the Carlson ethic. Our values dictate that we take care of our people, our communities, and the environment, all of which are integrated into the way we do business at CWT each and every day.

CWT's efforts are strengthened by collaboration with other companies and institutions that are united around a shared sustainability agenda. We are one of more than 9,000 companies that are signatories to the United Nations Global Compact, which is regarded as the world's largest corporate sustainability effort. As a result, CWT has undertaken significant actions to translate the Ten Principles of the Global Compact into a concrete strategy and supporting programs, and we welcome the Global Compact's requirement to report annually on our progress.

The effort to end human slavery remains an area of deep focus for Carlson. This work began when we co-founded the World Childhood Foundation in 1999 with Her Majesty Queen Silvia of Sweden. Carlson and the Carlson Family Foundation continue work to combat human trafficking, to defend the rights of children, and to promote better living conditions for vulnerable and exploited children at risk around the world.

The tools that are integral to CWT's Digital 3.0 business strategy are also being effectively deployed in the work of the organizations we support through grants. Some examples include:

- Data analytics: The data analysis initiative at the **Polaris Project** is using global data to identify and eradicate human trafficking networks.
- Technological innovation: **Thorn** is working with leading technology companies to build cutting-edge tools that locate child abuse victims, make online environments safer, and deter criminal behavior.
- Employee Engagement: **Businesses Ending Slavery and Trafficking (BEST)** is training frontline staff in the travel and hospitality industry to interrupt exploitation.

The financial capital Carlson invests is matched by the human capital of our employees who are offering their time and expertise to promote and develop responsible business objectives at all levels. Recently, CWT developed the innovative 3E tool to share responsible business actions and community involvement at all levels of the organization – globally, at the country level, and locally. It is available to all employees and helps facilitate sharing of information and best practice worldwide. We are proud that CWT continues to be recognized as a leader in responsible business and we pledge to work even harder to sustain our leadership position going forward.

# MESSAGE FROM THE PRESIDENT & CEO OF CWT

"Being a responsible business is much more than words on paper. It is a fundamental element of our business and something we live and breathe every day."



**Kurt Ekert**

**Kurt Ekert**  
President & CEO, CWT



**This year, the strength of our commitment has been independently recognized, rating us among the top 1% of all companies in the world for our responsible business practices. This is a testament to the hard work, dedication and engagement of more than 18,000 employees across nearly 150 countries. It is a reflection of our strong culture and the values we share and by which we conduct ourselves: integrity, caring, leadership and passion.**

**Integrity** is about doing what is right for our company, customers, suppliers, local communities and the planet. It involves trusting one another and setting the example by acting with honesty, respecting each other, and holding ourselves to uncompromising ethical and legal standards at all times.

The value of **leadership** is closely linked to individual and collective responsibility. We encourage all employees to take the lead when it comes to responsible business, whether we are talking about every day decision making, adopting eco-attitudes, or taking action to make a difference at work and in the community.

**Caring** describes how we make every decision with the customer in mind, bringing our diverse workforce together in an inclusive and collaborative way, and giving back to the communities where we live and work. The size and scale of CWT's operations and value chain ensure the impact of our Responsible Business program is far-reaching.

Finally, CWT is fueled by the **passion** of our people. By challenging them to be bold, take risks, learn every day and dare to win, we effect change and deliver results in every domain including Responsible Business.

Our program has developed significantly since its foundation in 2012. CWT continues to embrace the Ten Principles of the United Nations Global Compact which have helped inspire our 2020 Responsible Business objectives. I am proud of what we have accomplished and I am excited about our future journey. We will for sure remain strongly committed towards pursuing excellence in Responsible Business.

# ABOUT CWT

## MAKING THE WORLD WORK FOR YOU

Companies and governments rely on us to keep their people connected. We provide their travelers with a consumer-grade travel experience, combining innovative technology with our vast experience.

Every day we look after enough travelers to fill almost 200 Boeing 747s and around 100,000 hotel rooms, while handling 95 corporate events. We hold ourselves and everyone with whom we work to the highest standards of ethics and conduct. This commitment – to our employees, clients, suppliers, and other partners – guides everything we do.

Our CWT 3.0 strategy is about creating an unbeatable customer experience and offering increasing value to our clients and partners. This means delivering a consumer-grade, omni-channel experience to the traveler, easy-to-use solutions for our customers, and providing best-in-market hotel and data offerings.

Our vision is to be the global leader in digital business travel, hotel, meetings and events.

We have three specialist divisions, two within our overall business travel offering and one adjacent to it:

### Business Travel



*CWT Energy, Resources & Marine* – In specialized industries, getting people to remote parts of the world can be complex. We make things easier. We'll deliver on your specific needs – from oil & gas to mining; from marine to renewable energies.

[www.cwt-energy-resources-marine.com](http://www.cwt-energy-resources-marine.com)



*CWT Solutions Group*

*CWT Solutions Group* – We are a team of consultants that helps deliver you efficiencies in travel procurement through innovations in supplier sourcing, data intelligence, traveler management and mobility.

[www.cwt-solutions-group.com](http://www.cwt-solutions-group.com)

### Meetings & Events

*CWT Meetings & Events*

*CWT Meetings & Events* – We are a global leader in creative meetings and events management, present in nearly 70 countries, offering events, venue sourcing, group travel and strategic meetings management.

[www.cwt-meetings-events.com](http://www.cwt-meetings-events.com)

# >700

*CWT Energy, Resource and Marine move over 700 workers each day*

# 2.5m

*CWT Meetings & Events looked after almost 2.5m attendees at their events last year*

# US\$13

*CWT Solutions Group saved clients an average of US\$13 for every US\$1 spent*

# 2016 KEY FACTS AND FIGURES

**Against a backdrop of turbulent markets, unprecedented world events and economic unpredictability, we reported strong results for the year.**

These were highlighted by US\$2 billion in sales attributable to new business, 59 million transactions<sup>1</sup> across the business, US\$23 billion<sup>2</sup> in total transaction volume, and our award-winning app *CWT To Go™* saw an increase in users of almost 40%. Additionally, Hotel attachment also grew substantially, with the introduction of new content and capabilities.

We are making changes to our business as the new dynamics of the marketplace and the needs and expectations of our customers evolve, and we are beginning to see the benefits of our new 3.0 strategy.

*CWT Meetings & Events* organized almost

**35,000**  
meetings and events

*CWT To Go™* saw an increase in users of almost

**40%**

Client retention rate of

**95%**

*CWT Solutions Group*, further strengthened its customer offer and achieved

**13%**  
revenue growth

Global leader, present in nearly

**150**  
countries

Over

**18,000**  
employees

<sup>1</sup> Excluding international contracted partner numbers.

<sup>2</sup> Includes international contracted partner volumes for CWT customers only.

# AWARDS AND RECOGNITIONS

# Top 1%

of all companies worldwide for responsible business practices across all industries (EcoVadis rating)

**CWT is regularly recognized for its outstanding products, high quality service and Responsible Business performance, both at a local and corporate level. Over the past year, these awards and recognitions have included:**

### **CWT's EcoVadis Gold rating**

In April 2017, CWT received the EcoVadis Gold Corporate Social Responsibility (CSR) rating, placing us among the top 1% of all companies for responsible business practices. The assessment uses a methodology that rates companies according to 21 CSR criteria in the areas of environment, labor practices, fair business practices and sustainable procurement. Having previously been rated at the silver level, the gold award reflects our ongoing commitment to continually improving our Responsible Business performance.

"This is a tremendously exciting honor to receive in recognition of our commitment to CSR. Responsible Business is a fundamental element of our overall business practice and something we live and breathe, every day. In whatever decision we make, we consider the impact on the environment in which we operate." Kurt Ekert, president and CEO, Carlson Wagonlit Travel.

EcoVadis operates a collaborative platform allowing companies to assess the environmental and social performance of their global suppliers, combining technology and expertise to deliver sustainability scorecards that cover 150 purchasing categories, 21 CSR indicators and 120 countries.



**"5 Years Plus Caring Award" by the Hong Kong Council of Social Service.**



**"Innovation in Business Utility Apps – Silver Award 2016" at the Asia Pacific Stevie Awards.**



**"Best Travel Management Company" at the 2017 Business Travel Awards.**

In whatever decision we make,  
we consider the impact on the  
environment in which we operate.

# GLOBAL STANDARDS

CWT adopts global standards that help to facilitate a robust and consistent approach to reporting on responsible business strategy and performance. Some of these include:



**"Best Corporate Travel Agency"**  
at the TTG Travel Awards 2016  
in the-Asia-Pacific travel trade.



**"Employee Engagement &  
Development Category winner"** at  
the ASEAN Corporate Sustainability  
Awards 2016.



WE SUPPORT

### The United Nations Global Compact (UNGC)

CWT is a signatory to the UNGC – the world's largest voluntary corporate responsibility initiative. We continue to align our Responsible Business policies to its 10 Principles relating to human rights, labor, environment and anti-corruption. See our UNGC table on page 60.



### Carbon Disclosure Project (CDP)

The CDP is the global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts. CWT reports environmental performance to the CDP Supply Chain program, helping to establish a global consolidated view of environmental impacts and support engagement on environmental issues worldwide.



Europe's Leading  
Travel Agency

**"Europe's Leading Travel Agency  
2016"** at the World Travel Awards.



MOST ADMIRED  
TRAVEL MANAGEMENT COMPANY

**"Most Admired Travel Management  
Company 2016"** at the Beat's 9th  
readers' choice awards.

### The Global Reporting Initiative (GRI)

GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues. CWT prepares its RB report in accordance with the GRI G4 Reporting Core Guidelines. Our GRI reporting Index can be found on pages 58-59.

### ISO 26000

ISO 26000 is the international standard developed to help organizations effectively assess and address their social responsibilities. CWT considers the ISO 26000 standard when developing its Responsible Business strategy and communicating performance.

# RESPONSIBLE BUSINESS STRATEGY AND GOVERNANCE

*we think...*

We believe in the significant role that businesses have in delivering social and economic value in a responsible and sustainable way. This necessity was reinforced following the launch of the UN Sustainable Development Goals (SDGs) and the Paris Climate Agreement negotiated at COP 21 at the end of 2015.

Our Responsible Business approach addresses the challenges most relevant to our organization, stakeholders, local communities and the environment. In recent years, we have seen a growing interest from our clients and other stakeholders in sustainability, and their feedback on our approach and performance has informed our strategy.

Responsible Business is part of CWT's culture and, through the strength of our RB Network, we ensure that best practices continue to be rolled out across all regions and functions. In 2016, the new CWT 3.0 corporate strategy added increased momentum to our sustainability agenda. A new global RB governance framework was unveiled along with a simplified governance model, the appointment of new RB Ambassadors representing regions and functions and the expansion of the RB country correspondent network. These changes were overseen by CWT's most senior management, who remain fully committed to continually supporting and developing the Responsible Business roadmap.

Our efforts have enabled us to make substantial progress against our 2020 objectives, evidenced by the external recognition of EcoVadis, whose Gold rating ranks us as global leaders in corporate social responsibility. It is through the commitment and passion of all our people that we will realize our ambitions, and I am confident we will succeed.

**"Our efforts have enabled us to be recognized as global leaders in corporate social responsibility."**



**Françoise Grumberg**  
Vice President, Global  
Responsible Business

*we do...*

**Focusing on the issues that matter the most**  
**Our Responsible Business strategy focuses on the areas of most importance to CWT and our stakeholders. To understand their views, we engage with our employees, customers and suppliers on a regular basis and consider their feedback when deciding on the issues and opportunities to address and report on.**

**Engaging with stakeholders to guide our approach**

We regularly assess the significance of sustainability issues to our stakeholders and business through a materiality assessment. The process maps the topics our stakeholders are most concerned about along with their relevance to CWT.

The first step in the process involves listing the sustainability issues by analyzing: external sources across the wider travel industry; the views of sustainability experts; regulatory guidelines and legislation; global sustainability programs such as the SDGs; and external assessors such as EcoVadis. We also follow global standards when developing policies and strategy which include the United Nations Global Compact (UNGC), the Global Reporting Initiative (GRI) and ISO standards such as ISO 26000 – see page 7 for further information.

Once issues are gathered, we engage with our people, customers and suppliers to prioritize those that are most important to them. The ways in which we gather feedback vary depending on who and where they are. For example, feedback from customers provides insights into what they expect of travel services and products. Employee engagement helps us to understand the views of our workforce. Supplier assessments and meetings keep us informed of important issues and opportunities from our supply chain.

By considering the overall importance of sustainability topics to both internal and external stakeholders, and reviewing them in the context of their importance to the business, we created a list of our material issues. Our most recent materiality assessment identified 20 topics that were grouped under distinct categories known as CWT's RB domains.

**Our Responsible Business domains form the basis of our program**

-  **Responsible Business Strategy and Governance**  
How we implement the RB strategy day to day.
-  **Ethics & Business Behavior**  
How we conduct business ethically.
-  **Human Resources**  
How we attract, develop, reward, retain and engage a diverse workforce.
-  **Human Rights**  
How we uphold human rights across all our operations.
-  **Environment**  
How we minimize the environmental impacts of the company.
-  **Responsible Products and Services**  
How we integrate RB into the things we sell.
-  **Community Involvement**  
How we support the local communities in which we live and work.

**The UN Sustainable Development Goals (SDGs)**

The 17 goals and 169 targets that lie behind the SDGs were agreed to by UN Member States in September 2015 with the objective of ending poverty, protecting the planet and ensuring prosperity for all. We have started internal discussions to determine the following areas in which our RB program can provide support in ensuring the delivery of the goals.

At present, out of the 17 goals, we have identified the following SDGs as being most applicable to CWT and this report gives an account of the ways we contribute.



we do...

### Responsible Business governance

**Our comprehensive Responsible Business governance framework ensures that we deploy RB activities across the entire business. This is fundamental in embedding our corporate values and achieving our 2020 RB objectives.**

### Our multi-dimensional Responsible Business structure ensures robust RB governance

In 2016, changes were made to CWT's RB governance structure that resulted in a more effective and simplified leadership model, helping to further ingrain RB in the way we do business.

Global governance for Responsible Business is overseen by the Executive Leadership Team, which receives regular updates on RB performance and strategy from the Vice President of Global Responsible Business and the RB Ambassadors. The RB Network is composed of the Global RB Team, RB Subject Matter Experts, RB Ambassadors and RB Country Correspondents (see diagram on the right).

### RB Subject Matter Experts

Own particular areas of RB domains and provide specialist advice and recommendations on their areas of expertise. Their role involves developing action plans to ensure CWT reaches its 2020 RB objectives in their domain.

### RB Ambassadors

Contribute to the development of CWT's RB strategy and initiatives across the organization; 13 RB Ambassadors can be either regional or functional and their missions are to advance and cascade CWT's Responsible Business ambition, collaborate to define key programs and initiatives, and identify specific areas for progress within their region/function.

### Executive Leadership Team

Chaired by the President & CEO, the Executive Leadership Team has oversight of CWT's RB strategy, supports the overall delivery of the RB program and sponsors key RB projects.

### Global RB Team

Sit at the heart of our RB framework. The team develops the strategy and coordinates RB programs globally across the RB Network. The team facilitates the sharing of information, monitors and communicates performance, and liaises with internal and external stakeholders to ensure that we meet our commitments.

### RB Country Correspondents

Develop, manage and implement programs in their respective countries. RB Country Correspondents foster an RB environment that embraces both CWT as well as local cultures and expectations. Their main contributions are implementing local RB action plans, sharing best practices relevant to their country as well as facilitating and communicating RB initiatives.



*we do...*

### Responsible Business Network

Our RB Network is wide-reaching and diverse, spanning 32 countries and including members from nearly every function within CWT. Here are some statistics highlighting the scale and breadth of the Network, and showcasing how deeply embedded RB activities are in all that we do.

The RB Network supports projects relating to:

- Ethics and Compliance
- Environmental Performance
- Responsible Purchasing
- Data Protection
- Real Estate
- Business Continuity
- Talent Management
- Diversity and Inclusion
- Carbon Offsetting
- Community Involvement

In 2016, approximately 20 global teleconferences were organized across the network to review and coordinate RB activities, with participation from people in 32 countries. They included three global meetings with the former RB Council composed of the President & CEO and the heads of Human Resources, Legal and Compliance, Finance, Corporate Audit, Traveler Services, Marketing, Responsible Business and the EMEA, APAC and Americas regions.

### The strength of our Responsible Business Network

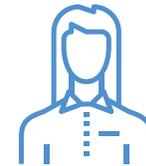
**80**

members including:



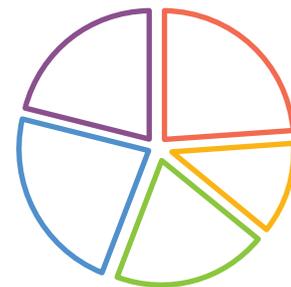
**13**

Ambassadors



**54**

Correspondents



**25%**

VP & above

**12%**

Senior Director

**20%**

Director

**23%**

Manager

**20%**

Non-Manager

### 13 Subject Matter experts in:

Legal, Compliance, Data Privacy, Risk Management, Business Continuity, Sourcing, Human Resources, Real Estate...



**32** Countries in three regions:  
APAC, EMEA, Americas



**73%**

Female



**27%**

Male

we do...

**2020 objectives**

In 2016, we launched our new Responsible Business objectives to be achieved by 2020. Each objective is aligned to an RB domain and underpins our long-term commitments for continually developing and delivering our RB program.

The table below provides a summary of the 2020 objectives. Further information on our performance can be found in the “We said and We did” sections of each chapter of this report.

Domain	Key priorities	Long-term commitments	2020 objectives
<b>Responsible Business Governance</b> 	<b>Global Responsible Business Governance</b>	Ensure progress transparency	1 Assess our Living Responsible Business maturity and performance at global and local levels on an annual basis
		Integrate Responsible Business into our activities	2 Deploy the Living Responsible Business program in functions and locations globally
<b>Ethics &amp; Business Behavior</b> 	<b>Business Ethics &amp; Compliance</b>	Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles	3 Further engage all employees and CWT partners through a global multi-year ethics training and communication program
		Spread the word to our key stakeholders about our ethics and zero-tolerance approach	4 Deploy a robust external information campaign about our global policies and our best-practice approach to ethics and compliance, as well as our Responsible Purchasing Program
	<b>Privacy &amp; Data Protection</b>	Maintain a secure business environment for a global data and privacy protection program	5 Continue protecting employee and client data through leading-edge data privacy and information security policies and practices, while continually developing expertise throughout the organization

Domain	Key priorities	Long-term commitments	2020 objectives
<b>Human Resources and Human Rights</b> 	<b>Diversity and Inclusion</b>	Leverage diversity as one of CWT's major assets	<b>6</b> Deployment of our global Diversity and Inclusion strategy through regional Diversity and Inclusion committees <b>7</b> Non-discrimination training of all recruiters and managers
	<b>Employee Engagement</b>	Cultivate a highly engaged workforce	<b>8</b> Reach the level of best-performing companies while developing leaders to enhance employee engagement
	<b>Human Capital Development</b>	Establish workforce readiness to deliver against future business needs	<b>9</b> Ensure delivery against future business needs by developing and selecting the right talent for the future and driving a culture of innovation
<b>Environment</b> 	<b>Energy and Carbon Management</b>	Develop an environmentally responsible culture	<b>10</b> Educate all our employees through eco-attitude campaigns and an environment training module translated into several languages <b>11</b> Empower the global environment network to drive local performance
		Measure our global carbon footprint	<b>12</b> Reduce our global GHG emissions by 10% per employee vs 2015
		Implement a global environmental strategy	
<b>Responsible Products and Services</b> 	<b>Responsible Portfolio</b>	Contribute to our clients' CSR/Responsible Business ambitions and promote sustainability	<b>13</b> Further reinforce our Responsible Business products and services offering to our clients <b>14</b> Proactively propose carbon offsetting to clients
	<b>Business Continuity</b>	Ensure a robust Global Business Continuity Management system Establish a best-in-class crisis management approach	<b>15</b> Expand the scope of an ISO 22301-aligned Business Continuity Management system to include Crisis Management, Business Continuity Planning and Disaster Recovery <b>16</b> Become the reference in terms of crisis management in the travel industry
<b>Community Involvement</b> 	<b>Corporate Community Involvement</b>	Care for the communities where we live and work, and contribute to their development through our skills and expertise	<b>17</b> Further deploy globally and measure CWT's impact in the 3E* fields of action *Education, Emergencies, Essential needs

*we said...  
and we did...*



*we will...*

 **Not initiated**    
  **Initiated**    
  **In progress**

**2020 objectives**

**Status as of  
end of 2016    Performance summary**

Assess our Living Responsible Business maturity and performance at global and local levels on an annual basis.



An initial pilot has been carried out and a deployment process has been defined.

Deploy the Living Responsible Business program in functions and locations globally.



Cross-departmental discussions were initiated to start defining global RB functional accountabilities.

**In 2017 we will:**

- Further reinforce governance by having one RB correspondent per country.
- Define RB accountabilities for all key functions.
- Launch a self-assessment process to evaluate our global and local maturity.

**65%**

of our 2020 objectives are in progress and 29% are initiated

**80**

RB Network members in 32 countries

**Top 1%**

of all companies worldwide for responsible business practices across all industries (EcoVadis rating)

## we live...

### **Kerstin describes her journey from new recruit to leading the APAC Rainbow Team's Responsible Business activities across Asia-Pacific.**

Starting a new job can be tough. When Kerstin relocated from Germany to become a Global Program Manager in CWT's Singapore office four years ago, she was looking to get settled quickly. "At the time, I was new to the company, new to the country and looking for opportunities to meet people. I was grateful to be given the opportunity to work abroad and wanted to give back to the community."

When the APAC Rainbow Team formed shortly after she joined, Kerstin jumped at the opportunity to take part. "The goal was to create a cross-functional group of employees driving CWT's Responsible Business activities in the region. It's something our stakeholders cared about deeply and our people wanted to get involved in."

Over the last three years Kerstin has moved from being RB Correspondent for Singapore to being named CWT's RB Ambassador for Asia-Pacific in 2016. Her personal journey of growth mirrors the growing maturity of the Rainbow Team's approach.

**Kerstin Sautter is a Global Program Director and CWT's Responsible Business Ambassador for Asia-Pacific. She is based in Singapore.**

"When we first started, we were a small group. It was all new to us. There were so many great ideas from across the region but we soon realized we needed more manpower to make it happen. Over recent years our focus on creating a more structured approach has helped us to not only expand the team significantly but also to better track and report on the great work that's being done."

The team have achieved a lot, and it doesn't look like they'll be slowing down anytime soon. Responsible Business has become deeply embedded in what we do every day, not just for the Rainbow team but for our employees across the region. Our focus now is to build meaningful and long-term relationships with organizations that share our values. We have such a great diversity of projects across all seven domains, but want to make an even greater difference moving forward. For example, targeting our efforts on a smaller number of initiatives where we can make the biggest impact."

Above all, it is Kerstin's optimism that shines through: "It's a great feeling to be part of such a highly motivated team who are passionate about what they do, and we have fantastic support from our leadership. I couldn't be prouder of what the team has achieved."

**"Through our efforts in the Rainbow Team, every employee in the region knows about Responsible Business at CWT and how they can get involved."**



# ETHICS & BUSINESS BEHAVIOR

*we think...*

At CWT, we pride ourselves on our reputation as a world-class company operating with the highest standards of ethical conduct. Our clients have told us over and over again that trust is the thing they value the most. This is why integrity sits at the heart of our corporate values.

We place significant emphasis on our Ethics and Compliance program, through which we develop best-practice standards and policies that create a culture that earns the trust of our clients every day. Our Code of Business Ethics and Conduct (The Code) outlines the ethical standards we expect our teams to uphold, as they

would the laws and regulations that apply everywhere we do business. We promote our standards through annual awareness training for our staff and dedicated sustainability assessments for our suppliers.

In an age of transparency, being open about how we use customer data is key to maintaining positive relationships and reducing reputational risk. Just as important is ensuring we have the right mechanisms in place to keep traveler data safe and secure. This philosophy guides our industry-leading approach to maintaining data security and upholding data privacy.

**“Our clients have told us over and over again that trust is the thing they value the most. This is why integrity sits at the heart of our corporate values.”**



**Lauren Aste**  
Chief Legal Officer  
& General Counsel

*we said...  
and we did...*



**99.1%**

of employees completed the Code of Business Ethics and Conduct training

 Not initiated
  Initiated
  In progress

**2020 objectives**

**Status as of end of 2016 Performance summary**

Further engage all employees and CWT partners through a global multi-year ethics training and communication program.



We continued to promote awareness and training through our annual Ethics Day and awareness events across our global offices. In 2016, 99.1% of employees completed the Code of Business Ethics and Conduct training.

Deploy a robust external information campaign about our global policies and our best-practice approach to ethics and compliance, as well as our Responsible Purchasing Program.



CWT's Compliance team held webinars and spoke at conferences around the world to share our best-practice approach to ethics and business behavior. We continued to promote our Supplier Code by developing a new training module and rolled out supplier assessments identifying opportunities to improve supply chain sustainability.

Continue protecting employee and client data through leading-edge data privacy and information security policies and practices, while continually developing expertise throughout the organization.



In response to upcoming legislation, we updated our Data Privacy policy in 2016 and continued to update security policies annually. Our yearly security awareness training and Cyber Security Awareness week reached all employees and additional awareness training on information security was delivered for all new recruits.

**100%**

of senior managers were invited to attend the Responsible Supplier Code training

**5 days**

dedicated to raising awareness on Cyber Security

we do...

## OUR ETHICS AND COMPLIANCE PROGRAM

**One major objective of CWT's Ethics and Compliance program is to protect our relationships with our stakeholders, including our clients and suppliers, by acting in an open and honest way at all times. This begins with implementing high standards of ethical business conduct delivered through a robust governance structure – supported by dedicated policies and hands-on training.**

### **We adopt a best-practice approach to compliance management**

Our Compliance Committee is the highest governance body, responsible for overseeing ethics and compliance at CWT. Its members include CWT's President & CEO and other Executive Leadership Team members.

Supporting the Compliance Committee is a team of Global Compliance officers who oversee the implementation of relevant standards, policies and procedures around the world. The team reports directly to CWT's Vice President of Global Compliance and is also responsible for promoting the Code of Business Ethics and Conduct (The Code). The Code applies to every individual and contractor working for CWT and sets out our ambition to provide outstanding services while fulfilling our ethical obligations.

A global set of policies supports The Code, and includes policies on Prevention of Corruption and Anti-Competitive Practices, Conflicts of Interest, Gifts & Entertainment and Trade Association Membership. We maintain a zero-tolerance stance on bribery and corruption. Our policies are updated regularly to align with industry best practices and legislative trends. They are also available in several languages to ensure a wider understanding among our people.

**We maintain a zero-tolerance stance on bribery and corruption.**

## We raise awareness of compliance and ethics among employees through best-in-class training

In 2016, our annual Ethics Day focused on getting employees up to speed with our Code of Business Ethics and Conduct. As part of the day, employees around the world were provided with dedicated training. This helped to further develop awareness and understanding of The Code, with 99.1% of employees participating.

To enhance the training, we introduced gamification, which encouraged employees to compete with one another over their knowledge of The Code. Live events were also organized in Singapore, Minneapolis, London, São Paulo and Paris to promote awareness of The Code and further communicate CWT's approach to ethics and compliance.

## Our Ethics Helpline is a vital tool in tackling key compliance challenges

CWT's suite of compliance tools helps to ensure that non-compliance with policy is dealt with discreetly and fairly. This includes our confidential CWT Ethics Helpline.

The Ethics Helpline, available 24/7, connects callers to an experienced, independent operator who speaks their language. As permitted by law, it is available to employees, clients and other third parties. Concerns are logged by phone and/or through an online tool where they are addressed promptly. We make use of a third-party provider to verify adherence to local privacy laws and reporting requirements.

In 2016, most calls to the Ethics Helpline were related to local Human Resource matters or were requests for guidance or advice on adhering to policies. Over half of the cases opened were substantiated, demonstrating that employees are raising legitimate concerns and that the Ethics Helpline is being used for its intended purpose.

CWT works closely with its Global Partner Network to promote the Code of Business Ethics and Conduct. In 2016, various training and awareness initiatives were delivered specifically for the Global Partner Network, including a targeted awareness campaign for promoting the CWT Ethics Helpline.

## Team talk with Thomas Wise, Vice President of Global Compliance



### Why are ethics and compliance so strategic for CWT?

"With integrity at the heart of our corporate values, it's imperative that we demonstrate our approach to conducting business ethically every day. For us to achieve this, it's vital our employees recognize the personal role they play in contributing to CWT's Ethics and Compliance program. Doing so ensures we remain a company that believes the way we do business is a critical component of CWT's success."

### What are the key successes of CWT's Compliance program?

"We place significant emphasis on providing clear policies, training and guidance to align all our employees, partners, contractors and officers in the actions expected of them at all times.

As a business, we are proud of the strides we've made in building our Ethics and Compliance program. This year we focused on sharing the insights we've gathered with partners and our broader stakeholder base. We've had representatives from the business speak at conferences, webinars and events across the globe to share their unique perspective on important topics relating to ethics and compliance."

### What were some of the key highlights from the program in 2016?

"In addition to external recognition, such as CWT's Legal & Compliance team being recognized at the 2016 Lawyer Awards as "In-House Commerce & Industry Team of the Year," we also made internal enhancements to the compliance program.

These began with advancements to our data privacy and information security program. For example, CWT was able to transfer EU-based traveler data to a newly established European facility, in response to customer requests. We anticipate further changes to the internal compliance program – in particular the data privacy program – as CWT moves in a new strategic business direction in 2017."

we do...

## DATA PRIVACY AND INFORMATION SECURITY



**We know how important protecting personal information is to our clients and travelers. Now, more than ever before, new laws and greater transparency expectations have focused the attention of our clients and travelers on data privacy. We prioritize data privacy and information security as key elements of our Global Responsible Business program and took significant strides to further strengthen our approach in 2016.**

**Our robust governance framework is supported by CWT's incident response system, which operates 24 hours a day, 7 days a week.**

### **We are committed to maintaining data privacy for our clients and travelers**

CWT maintains an industry-leading approach to data privacy. Our Global Privacy Officer is responsible for the program and is supported by compliance and data privacy professionals located in every region of the world. Regular reports regarding CWT's data privacy performance are made to CWT's CEO, executives and Board of Directors, to ensure compliance is maintained.

Our robust governance framework is supported by CWT's incident response system, which operates 24 hours a day, 7 days a week. Our business resiliency program also tests and monitors for rapid response in case of business disruption, ensuring traveler data is protected and secured around the clock.

### **Strengthening the security and storage of personal information**

Prior to 2016, the master version of CWT global traveler data was stored in our Nevada data center. In response to client requests to store EU-based traveler profiles in Europe, in 2016 we established new data center capabilities in Madrid for hosting master traveler records. Madrid was determined to be the most appropriate location due to Spain's strict data privacy laws. By interacting with CWT's existing facilities, an efficient transition process was realized.

With upcoming changes in the law, an updated Data Privacy Policy was relaunched in 2016. CWT now utilizes an intra-group agreement and the European Union approved Model Clauses to transfer data within our global community. This mechanism allows CWT to maintain global continuity regarding data transfer.

### We train our employees on information security to protect traveler information

In addition to supporting global data privacy, CWT's Information Security program delivers administrative, technical and physical safeguards that prevent data from being accessed or exploited by unauthorized users.

To raise awareness across the organization, we held our annual Cyber Security Awareness Week in October 2016. The objective of the event was to provide tips and tricks for protecting business and personal information both at work and at home. The week proved to be a great success, with employees being reached through the various tasks that touched on a number of subjects.

Awareness training on information security is also provided to our staff annually. In 2016, we enhanced new recruit training to ensure all employees are fully trained at the beginning of their CWT careers. Training is available in nine languages and has been added to the learning plans of all employees and contractors. Targeted security training was also provided in areas such as application development, helping to ensure that traveler applications are written securely.

### We regularly update our policies to align with relevant best practices

Our significant investment across the information security organization delivers best-in-class tools, processes and people. CWT's Chief Risk & Information Security Officer leads the Global Information Security team and is supported by dedicated leaders across global functional domains and regions worldwide.

In 2016, a comprehensive annual review of CWT's information security policies, standards and configuration requirements took place to assess their alignment with regulations, industry requirements and best-practice standards. The findings were used to update documentation that reflected enhancements in technologies, emerging threats and changes to Information Security programs.



Employees from all across the world were reached during the Cyber Security Awareness Week



*we do...*

## RESPONSIBLE PURCHASING

*we will...*

**We know how important it is to our stakeholders that CWT work with suppliers who share our commitment to Responsible Business. That's why we launched our Responsible Purchasing Program in 2014. It has two main parts: the CWT Responsible Supplier Code, which defines the Responsible Business standards we ask our non-trade suppliers to meet, and an annual Supplier Sustainability Assessment Campaign for key non-trade suppliers.**

### **We encourage our suppliers to adhere to our Responsible Business Code**

Deployed in 2015 and available in six languages, CWT's Responsible Supplier Code clarifies the minimum requirements CWT expects from non-trade suppliers in terms of ethics, compliance, human rights and social and environmental standards. It forms part of CWT's Global Non-Trade Procurement Policy, which sets out the rules and procedures that must be followed when making non-trade purchases (those not directly related to CWT's core business).

To improve awareness and support for the Supplier Code, a video training module on the CWT Responsible Supplier Code was developed and rolled out in 2016 to all of CWT's senior management, representing almost 100% of potential buyers of non-trade products and services.

### **Our non-trade supplier sustainability assessments help to create a responsible supply chain**

Regular evaluation of supplier performance is a fundamental part of our Responsible Purchasing Program. In 2016, 48 key non-trade suppliers were independently evaluated by the rating organization EcoVadis on 21 sustainability criteria relating to Labor practices, Human Rights, the Environment, Sustainable Procurement and Fair Business practices.

Launched in 2014 for the first time, this annual supplier assessment campaign is organized by our Global Responsible Business and Global Sourcing teams. They work closely with EcoVadis and suppliers to discuss the results and identify potential areas for improvement. In doing so, we want to help mitigate any ethical, social or environmental risks identified, embedding our approach to Responsible Business firmly within the supply chain.

More than 60% of the suppliers who have been evaluated more than once since we launched our annual assessment campaigns have shown improvement in their EcoVadis score between their first and their most recent evaluation.

### **In 2017 we will:**

- Reinforce Ethics and Compliance governance to support the new strategic business direction CWT is taking.
- Continue to work closely with all areas of the business to protect employee and customer data, meeting all existing and new regulatory requirements in full.
- Regularly review and update data privacy and information security policies and practices.
- Continue to strengthen our Responsible Purchasing program, by increasing the number of suppliers that it covers.



# we live...

**Samantha explains how CWT's approach to data privacy ensures we are upholding the rights of our customers in an age of information.**

"I got into data privacy accidentally on purpose," jokes Samantha. "I was always interested in information law and have always been an early adopter of technology. When the internet came along, so many fascinating questions came into the public eye relating to the liberty of information, the sharing of information and the right to privacy."

In short, she was hooked. Her passion led her to the role of Global Privacy Officer, where she has worked to help build CWT's data privacy program into what it is today.

"Data privacy is about having the right to understand how your information is being used. It's about making sure that companies are accountable for the information they use, are transparent about how they use it, and have the right mechanisms in place to protect it. Above all, it's about ensuring your personal information is used in line with what you have agreed to."

Why is data privacy so important for CWT?  
"As a data controller, we are responsible for a lot of data. We owe it to our customers, employees and travelers to ensure we have the right mechanisms in place to use that data ethically and in line with legal requirements."

**Samantha Simms is CWT's Global Privacy officer based in London, UK.**

Samantha's team has been active in establishing a framework to ensure that CWT protects the rights of travelers. "Data privacy is more and more important in today's digitized travel industry where travel companies know more than just the trip itinerary. My role at CWT means I build data privacy into the DNA of CWT by making it everyone's responsibility."

Samantha and the wider Compliance and Privacy team have put in place numerous measures over the last year to ensure the program adapts to changing regulatory requirements and evolving business needs. But what keeps her motivated to keep implementing improvements? "Privacy rights were originally governments' attempt to prevent discrimination and intrusion into individuals' lives, particularly after the 1940s. These rights have been extended to establish data privacy ethics in the digital age. We are making sure that, as a responsible business, we have the framework in place and the resources required to protect our customers' information. This makes me incredibly proud."

**"As a customer, I always think about how I would like a company to use my information. This helps me to evaluate the best way to proceed when it comes to protecting the information of our own customers."**



# HUMAN RESOURCES AND HUMAN RIGHTS

*we think...*

In 2016, CWT has embarked on a journey to become the leading digital business travel management company in the world. To achieve this, we are redefining our people strategy to drive a high-performance digital culture while continuing to engage our workforce of more than 18,000 employees spanning 150 countries.

The combination of people, nationalities, experience and backgrounds at CWT is our strength and we are continually cultivating this diversity in many different ways.

First, we are reinforcing our communications with employees. Transparent communication is foundational to ensuring that each employee understands how to

contribute to our future success. Key initiatives include strategy roadshows and a new social intranet that encourages collaboration and dialog across functional groups and geographical borders.

We are also focusing on feedback and development. We launched a new Learning Management System and continued to implement a company-wide approach to performance management. We also developed a new Vision, Values and Purpose that we are currently in the process of communicating to our employees. These were just a few of several initiatives in this domain. The objective of all this work is to create an agile and responsive organization that rewards employees for delivering results and living our values.

Through these and many other initiatives centered on performance, values and culture, we are increasing the amount of value we deliver to employees, customers, shareholders and our communities.

**“We are redefining our people strategy to drive a high-performance digital culture while continuing to engage our workforce of more than 18,000 employees spanning 150 countries.”**



**David Moran**  
Executive Vice President  
& Chief Human  
Resources Officer

*we said...  
and we did...*



**>138,000**

training hours provided in 2016

 Not initiated    
  Initiated    
  In progress

2020 objectives	Status as of end of 2016	Performance summary
Deployment of our global Diversity and Inclusion strategy through regional Diversity and Inclusion committees.		Diversity is embedded in our refreshed CWT core values. Deployment to be accelerated in 2017.
Non-discrimination training of all recruiters and managers.		To be initiated in 2017.
Reach the level of best-performing companies while developing leaders to enhance employee engagement.		We implemented Employee Surveys (Pulse Surveys – see page 26) to get faster feedback and better understanding of employee level of engagement.
Ensure delivery against future business needs by developing and selecting the right talent for the future and driving a culture of innovation.		<p>We launched two new career websites (one for employees, one for external candidates) to complete our set of integrated recruitment tools and simplify the user experience (see page 31).</p> <p>We transitioned to a new learning management system called My Learning that will increase learning opportunities for all employees (see page 28).</p> <p>We widened the scope of our integrated performance management cycle to support professional development through an ongoing process of feedback and continuous dialog (see page 28).</p>

**>540**

online courses offered through the My Learning management system

**>18,000**

employees spanning over 100 nationalities

we do...

## EMPLOYEE ENGAGEMENT



**The commitment, enablement and trust of our people are what powers CWT. Following the launch of CWT's 3.0 strategy in 2016, we updated our methodology for gathering employee feedback to become even more agile in our response to employee needs. Our new approach to surveying checks CWT's vital signs on a regular basis to implement effective solutions.**

**Pulse Surveys provide leaders with quick and valuable feedback to track progress against our strategy.**

### **Our new approach to collecting and responding to employee feedback**

In 2016, we transitioned to Pulse Surveys – a regular approach to gathering feedback by targeting specific topics and employees more frequently throughout the year. Built around the principle of continuous listening, Pulse Surveys provide leaders with quick and valuable feedback to track progress against our strategy. Their flexibility will enable us to continue to make strong progress in our employee engagement commitments by prioritizing action over measurement.

The first Pulse Survey went out in January 2017. Over 60% of employees participated. It showed that employees are committed to their daily work and have high expectations of the CWT 3.0 strategy. While they understand the strategy and their role in it, they are looking to leaders to do the right thing for the company's long-term success.

In addition to the Pulse Survey, we continued to gather daily feedback from our travel counselors from around the world in 2016. As the biggest population of employees within CWT, travel counselors play a vital role in CWT's success. Their engagement is vital to our overall performance. By responding to a simple prompt that uses emoticons, and employees have tracked their moods. These responses are used as the basis for manager meetings, where specific concerns are addressed. A total of 200,000 responses were collected over the year, with approximately 75% being either "Happy" or "Very happy" faces.



### Encouraging employee dialog throughout the year

Surveys are only one way of engaging with employees. We actively promote two-way dialog with employees through a variety of methods on different important subjects, including the new CWT 3.0 strategy.

In 2016, senior leadership, including the CEO, held over 50 town hall meetings at different CWT locations, to share CWT's new 3.0 strategy with employees and help them understand the role they play in its successful delivery.

Labor relations are a key component of employee dialog. For example, the CWT European Work Council (EWC), the official body for information and consultation representing all CWT European employees in the European Union, represents the interests of employees at a European level in dialog with CWT's European management team. The body is comprised of, at minimum, one CWT member from each EU country and meets annually (in November). In 2016, CWT continued to hold frank and open discussions with the EWC regarding progress on the business and core execution of our new 3.0 strategy.

### Introducing a new way of collaborating and communicating with employees

The CWT 3.0 strategy is entitled "The Digital Difference," reflecting the strategy's commitment to deliver an outstanding digital experience to customers. To support the strategy, CWT launched the "digital difference" for employees in the form of a new social intranet. The cloud-based platform will over time harmonize, align and replace current digital internal communications tools at a local, regional, functional and global level with a "one-stop shop" for all employee communications around the world. It is a key enabler for empowerment and collaboration as it incorporates social media into the communication strategy, giving all employees a voice and a way of exchanging with one another in a direct and authentic manner. The project was fast-tracked to go live at the beginning of 2017 and represents a giant leap forward in the way we communicate and engage with our employees.



# >60%

of employees participated  
in the first Pulse Survey

**Over 50 town hall meetings  
at different CWT locations,  
to share CWT's new 3.0  
strategy with employees.**

we do...

## TRAINING AND DEVELOPMENT



**Our continued success depends on the skills, expertise and satisfaction of our people. To ensure we are responding to the changing needs of customers and travelers, we place significant investment in developing the skills of our employees across the board. As part of this commitment, we launched a new global learning management system in 2016 to centralize development opportunities and training courses for our global workforce.**

**My Learning provides training across the four key areas of Leadership Development, Self-Development, Job Skills and CWT Corporate training.**

### **Introducing a new global Learning Management System: My Learning**

CWT replaced CWT University at the end of 2016 with a new system called **My Learning**. The new system increases learning opportunities for global employees and is fully integrated within the **HR Connect** platform – our online platform for global Human Resources management.

The transition to **My Learning** was accompanied by a major overhaul of the training modules to ensure they are fully aligned with the CWT 3.0 strategy. Today, **My Learning** offers over 540 online training courses for employees. Available in nine languages, the system provides training across the four key areas of Leadership Development, Self-Development, Job Skills and CWT Corporate training. It also facilitates employee enrollment for Instructor-Led Training (ILT) conducted through webinars and face-to-face learning, with over 2,800 ILT sessions held in 2016.

The streamlining of the course catalog led automatically to a reduction in the average number of hours spent per employee on training. Employees spent less time taking courses of better quality and relevance to their jobs. We are currently in the process of developing additional training, which we hope will increase both the amount and the quality of training offered in 2017 and beyond. The new system is part of our global **HR Connect** ecosystem – a long-term implementation set to dramatically improve the ways we attract, develop, reward, retain and engage with our employees.

### **Rolling out a company-wide approach to performance management**

Performance management is a key driver for employee engagement and a critical component of people management. It helps our employees become successful and supports their professional development through an ongoing process of feedback, support and continuous dialog.

Following the introduction of dedicated performance management principles and online module for 800 managers in 2015, it was extended to all people managers in Asia-Pacific and the Americas in 2016. People managers in the Europe, Middle East and Africa region have also started following the new principles and will adopt the online process in 2017.

Performance management is structured around an annual cycle that starts with goal-setting and includes mid-term and annual reviews, providing managers with the information they need to conduct effective performance-based assessments of team members. Further evolutions of the performance management process are planned in 2017 to reduce paperwork, increase employee engagement, reinforce our continuous dialog approach and cross-functional collaboration, and cultivate leadership behaviors among all employees.

### A focus on attracting and retaining the best travel counselors from the industry and beyond

Travel counselors play a fundamental role in our business and make up nearly two-thirds of our workforce. Their role is an extremely important one. They interact directly with our customers to build relationships and provide an outstanding experience. To ensure our counselors are of the highest caliber, we have two dedicated initiatives to attract and integrate new employees into our Traveler Services teams.

**CWT's Travel Counselor of the Future initiative** maps the skill sets and experience needed to target and attract the best possible travel counselors. In 2016, we fully integrated the methodology into our interviewing, testing and hiring methods

with the goal of delighting our customers and travelers. This approach will be critical in how we execute our 3.0 strategy and strengthen the CWT brand moving forward.

**Our JOIN!** program (which stands for **Join Our Industry Now!**) seeks to complement our **Counselor of the Future Initiative** (see CWT Responsible Business Report 2016 for more information) by revolutionizing our workforce through the alignment of industry trends with our strategy. It seeks to identify and recruit new sources of talent from outside the industry to bring in new and unique expertise to CWT to drive success and support our growth.

### Introducing solution-based selling training programs

Having successful and responsive sales and program management teams is vital to our overall success. We place significant emphasis on supporting employees within these teams through ongoing performance development initiatives, including the launch of a new solution-based selling training program.

The training, set to launch in 2017, will help further develop the skills and behaviors needed to deliver value at every stage of the customer relationship.

# 2,800

Instructor-Led Training (ILT)  
sessions held in 2016



**CWT's Travel Counselor of the Future initiative maps the skill sets and experience needed to target and attract the best possible travel counselors.**

we do...

## DIVERSITY AND INCLUSION

**The cultural, personal and geographical diversity of CWT's workforce is one of our biggest strengths. In today's global environment, it is crucial to understand the diverse cultures, customs and needs of employees, customers and regional markets, hence we seek to ensure that our workforce reflects the diversity of our business environment.**

### **Promoting diversity and equal opportunities across our business**

At the end of 2016, CWT employed about 18,000 employees representing 100 nationalities. As a global business, we strive to foster a culture that embraces diversity, inclusion and equal opportunities for all employees regardless of age, gender, sexual orientation or disability.

In 2016 we continued to promote gender diversity. By year end, nearly 72% of our employees were women, up slightly from 71% in 2015. Women accounted for one-third of our Executive Leadership Team in 2016 and nearly half of all director level roles and above, up from 43% in 2015.

Our commitment to diversity is reflected in our global recruitment process, which ensures that company policies regarding non-discrimination, equal opportunity and recruitment by competency are respected. We strive to always present a diverse panel of highly qualified candidates for every position.

In the US, for example, open jobs are emailed through our Community and Diversity Outreach program connecting the jobs with active and passive job seekers from our community partners. In Singapore, six months before an employee reaches the statutory retirement age, HR initiatives have a discussion around the possibility of re-employment and whether this suits the individual's circumstances.

The Americas and Asia-Pacific regions have long had Diversity and Inclusion Councils. Employee Partner Networks (EPNs) have been established to connect people who have particular areas of focus, often from under-represented groups. Some of these include: the LGBT Alliance, Latinos Unidos Network Association (LUNA), Generation Excellence Team (GET) and African American Travel Professionals (AATP). In the EMEA region, countries and offices handle diversity and inclusion locally, through initiatives such as **La Mission Handicap & Diversité** program in France.

### **Promoting the rights of disabled employees through La Mission Handicap & Diversité, CWT France**

CWT France has supported **La Mission Handicap & Diversité** (The Disability and Diversity Mission) since 2011. Its objective is to help people with disabilities find and retain employment in France. Efforts to promote the program continued in 2016, with emphasis on implementing measures to improve the professional lives of disabled employees within CWT. Thanks to these efforts, the employment rate for disabled persons in CWT France increased to 5.8% in 2016 (up 1% from 2015).



*we do...*

## RECRUITMENT EXPERIENCE

Attracting and retaining the best talent from around the world is vital to meeting the ever-changing needs of our customers and travelers, both now and into the future. We continued to deploy new tools to attract talent and ensure that high-performing individuals are recognized for their efforts.

# 95%

of candidates said they would recommend CWT to others based on post-interview feedback

### Enhancing the recruitment experience through our Recruitment Management System and career website

We launched a series of new recruitment tools in 2016 for all people managers to manage their job requisitions.

Following the launch of two new careers websites (one for employees, one for external candidates) and the **HR Connect TalentFinder** tool on **HR Connect**, we now have an integrated set of recruitment tools aimed at creating a smooth experience for candidates, managers and recruitment consultants to source, select and onboard the best candidates. Our recruitment management system serves as a powerful screening tool to improve and simplify the candidate user experience. Its benefits include an easier job search function, a refreshed look and feel and a simpler application process for prospective employees.

Due to efforts in this area, 95% of candidates said they would recommend CWT to others based on post-interview feedback.



*we do...*

## A SAFE PLACE TO WORK FOR OUR PEOPLE

**In line with our commitment to creating a safe working environment, we continued to abide by our Global Health and Safety Charter in 2016. Locally, each country and office is responsible for implementing and maintaining health and safety policies and procedures that ensure compliance with local legislation.**

### **Collaborating with International SOS to protect employees on their travels**

Our commitment to employee safety also extends to when they are traveling. Thanks to a new contract signed with International SOS, a leading provider of comprehensive emergency medical, travel and security assistance worldwide, we now provide extended medical protection to employees whenever and wherever they travel – whether internationally for business or for personal reasons. International SOS services also include a mobile application that provides country guides, as well as the latest medical advice before and during their journeys.



*we will...*

### **In 2017 we will:**

- Strengthen the diversity criteria in our recruiting systems and processes.
- Roll out a best-in-class onboarding experience to ensure we select the right talent for the future and drive a culture of innovation.
- Develop leaders by embedding performance management in daily activities.
- Increase business skills through continuous learning and a 180° feedback tool aligned with the strategy and, in particular, adapted to the needs of client-facing teams and the sales force.
- Continue dialog with the EWC to accompany the CWT 3.0 strategy.

# we live...

**Pierre explains how his passion for coaching has helped him as both a trainer and a trainee during his time at CWT.**

"When I was younger I loved tennis. I enjoyed traveling the world to play in tournaments and seeing how I could help others improve through coaching. These passions led me to pursue a career as an instructor at CWT."

Pierre remembers the training he received when he first joined the business. "They say you only get one chance to make a good impression – and like all new hires, training was my first interaction with CWT. It's been over 16 years but I still remember the name of my first trainer, Gary. The training experience I received certainly had an impact on me and my career path."

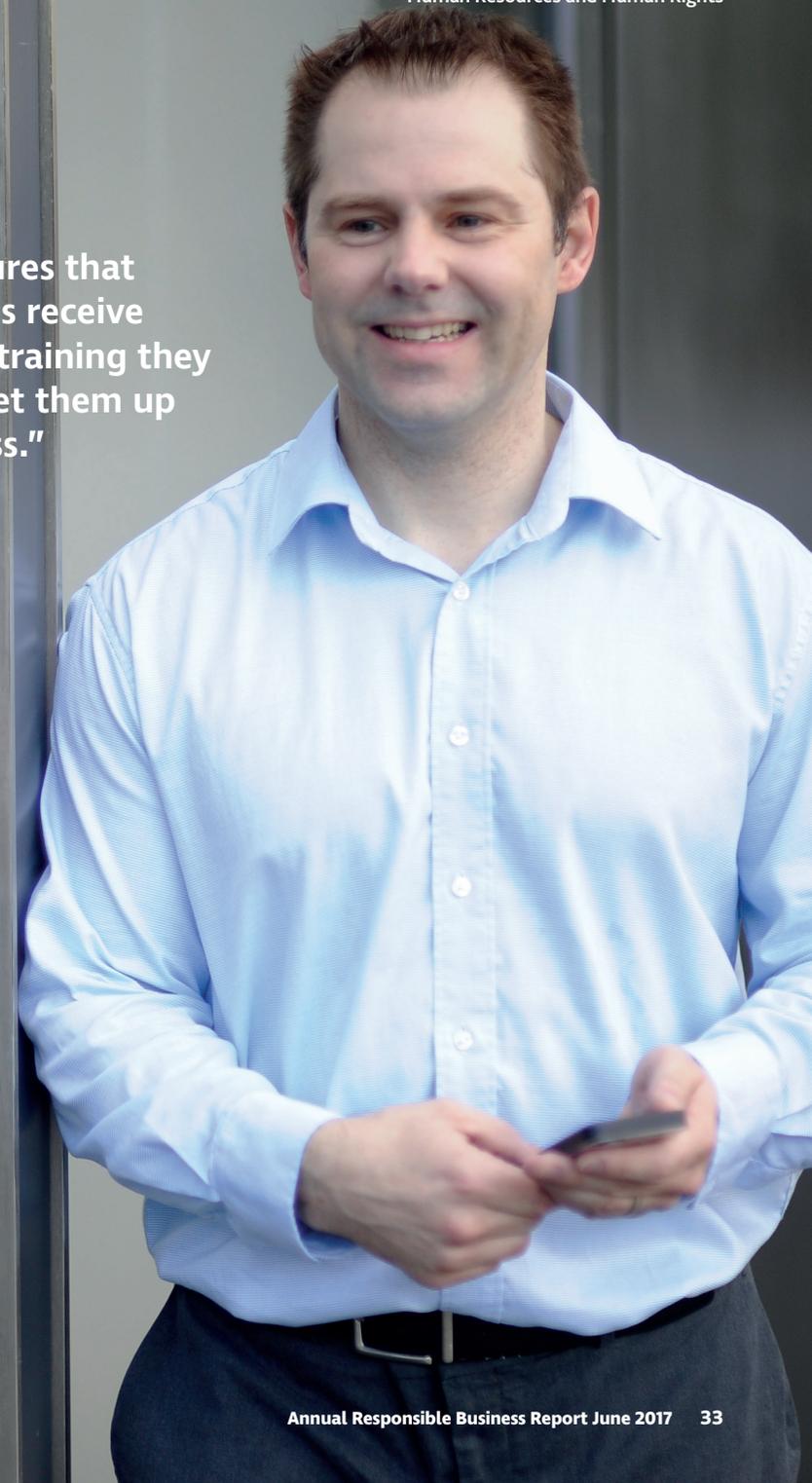
Over the years, Pierre has held seven roles at CWT. He explains that each has given him the unique opportunity to grow and develop. He's now Training & Quality Manager for Traveler Services, where he guides training, research and quality practices across the Americas.

Looking back, he recalls how training gave him the confidence to take on challenges. "In 2012, I was asked to take on a Global Performance Development role for the Meetings & Events division. When I started, I quickly realized how different the division was from Traveler Services. I remember being in my first meeting – I couldn't understand anything! It was like learning a new language."

But his persistence paid off. "I was lucky to work with a really supportive team who helped me along the way. From my experience in past roles, I also remembered to immerse myself in the experience and to not be afraid of getting involved." By the end of the year Pierre was awarded the *CWT Meetings & Events Award of Excellence* for his achievements. "It taught me that experience is key to growth."

His message to prospective employees on how CWT helps its people grow? "At CWT, you don't just have training when you start. There are opportunities for development throughout your career. Balancing it with the day-to-day workload may be challenging, but it offers so many benefits – from improved job satisfaction, to increased productivity and better performance. It certainly helped me build the skills I needed to get to where I am today."

**"CWT ensures that employees receive the right training they need to set them up for success."**



**Pierre Gallant is a Training & Quality Manager Travel Services across the Americas and Global organization. He is based in Canada.**

# ENVIRONMENT

*we think...*

Climate change is a critical global challenge and collective action is required to tackle the threats it poses to the planet. The launch of the UN Sustainable Development Goals and the Paris Climate Agreement (COP21) in 2015 led to a renewed focus on the role of business in collaborating to deliver positive environmental change.

As a global company with 18,000 employees, we take our environmental commitments seriously. We play our part by putting in place measures to raise awareness of the environment externally among our stakeholders while creating a culture that promotes environmental responsibility internally.

We continued to integrate solutions to reduce our carbon footprint in 2016 by working on local projects, deploying behavioral change programs and embedding best practices across our operations. We also continued to bring our stakeholders on this journey by ensuring our suppliers are aligned with CWT Environmental Standards and Policies and communicating our approach to clients and prospects.

**"We continued to integrate solutions to reduce our carbon footprint in 2016 by working on local projects, deploying behavioral change programs and embedding best practices across our operations."**



**Françoise Grumberg**  
Vice President,  
Global Responsible  
Business

*we said...  
and we did...*



5

days dedicated to fostering eco-attitudes among our employees to tackle CWT's most material environmental impacts

 Not initiated    
  Initiated    
  In progress

2020 objectives	Status as of end of 2016	Performance summary
Educate all our employees through eco-attitude campaigns and an environment training module translated into several languages.		We held our annual Environmental Awareness Week to encourage behavioral change around waste management, responsible commuting, energy saving and carbon offsetting. We also continued sharing best practices on environmental initiatives throughout the year via our internal social network.
Empower the global environment network to drive local performance.		We audited our environmental data collection process, with the objective of taking stock of our current reporting mechanisms and identifying opportunities for the network to further improve. Local environmental initiatives also continued to take place across the business.
Reduce our global GHG emissions by 10% per employee vs 2015.		We put in place various initiatives to help reduce our emissions in 2016, from our environmental awareness campaign to offsetting activities and implementing best practices across our operations. We also looked to strengthen our reporting processes to improve the accuracy of our environmental measurement.

22

countries where environmental data is collected, extended from 19 in 2015, representing 80% of CWT's total revenue

1,205

tons of CO<sub>2</sub>e were offset through corporate event offsetting projects

we do...

## MEASURING OUR CARBON EMISSIONS

With the help of our Responsible Business network, CWT has been measuring and reporting its carbon emissions since 2012. Following the launch of our global environmental reporting and monitoring tool in 2015, we continued to strengthen our approach towards mapping our carbon footprint.

### We extended the scope of our environmental reporting tool in 2016

Our centralized online environmental data collection system was extended in 2016 to cover 22 countries\* (up from 19 in 2015), representing 80% of CWT's total revenue. These efforts will help to improve the quality and completeness of our environmental data moving forward.

Our GHG emissions are reported according to the Greenhouse Gas Protocol and our Scope 1, 2 and 3 emissions comply with the CDP Supply Chain Program. Our carbon footprint calculations are based on emission factors provided by the UK Department for Environment, Food and Rural Affairs (DEFRA).

### 2016 Environmental reporting results (by Scope\*\*)

Scope 1

2,777 tCO<sub>2</sub>e



Direct emissions from our buildings (heating oil and gas) and a proportion of business travel (fuel for CWT's vehicle fleet)

Scope 2

4,772 tCO<sub>2</sub>e



Indirect emissions from energy supplied to offices, such as electricity or urban heating

Scope 3

29,014 tCO<sub>2</sub>e



Indirect emissions from business travel and commuting

\* This includes the following locations. If no specific cities are mentioned, the whole country was included in the scope, excluding implants: Australia: CWT Sydney office only; Austria: CWT Vienna office only; Belgium; Brazil: CWT São Paulo office only; Canada; Chile: CWT Santiago office only; China: CWT Beijing office only; Costa Rica; Denmark: CWT Copenhagen office only; Finland: CWT Helsinki, Oulu, Tampere and Turku offices only; France; Germany; India: CWT Gurgaon office only; Ireland; Italy: CWT Rome office only; Luxembourg; Mexico: CWT Mexico City office only; Spain: CWT Barcelona, Bilbao, Madrid and Seville offices only; Sweden: CWT Stockholm office only; the Netherlands; the UK; the US.

\*\* The methodology used to collect the business travel data was improved in 2016 to obtain more accurate data. This has led to the decrease in business-travel-related emissions. These figures exclude emissions from data centers and CWT's client emissions.



**Accurate data representation enables us to further improve the progress monitoring**

We use our emissions data to better target efforts to reduce emissions across our operations. The results of our environmental reporting and monitoring show that commuting accounts for more than 45% of our total emissions (excluding the use of sold products), at 16,646 tCO<sub>2</sub>e.

Business travel is our second largest source of emissions, at 28% of total emissions or 10,222 tCO<sub>2</sub>e, and energy used within the business represented 6,825 tCO<sub>2</sub>e or 19% of our total emissions. Due to the changes in geographical scope and environmental reporting methodology, 2016 figures are not comparable with last year's levels.

**Conducting audits to strengthen our environmental data collection process**

In 2016 we mandated EY to assess our environmental data collection process against key indicators in a few prominent countries of operation.

Voluntary audits were conducted at our Brazil, Germany, Spain and US operations to review the scale, scope and mechanisms used to collate environmental data within our teams. The findings from these audits enabled us to validate our current approach and identify opportunities to improve and simplify it in the future.



**45%**

of our total emissions are from commuting



**We use our emissions data to better target efforts to reduce emissions across our operations.**

we do...

## ENVIRONMENTALLY RESPONSIBLE CULTURE

**In line with CWT's 2020 environmental objectives, we aim to foster positive environmental attitudes among our people. We encouraged behavioral change in 2016 through dedicated awareness raising campaigns and global initiatives led by our Environmental Correspondents Network.**

### **Building a responsible culture through Environmental Awareness Week**

Following the eco-attitudes campaign run in 2015, the 2016 Environmental Awareness Week, held in June, encouraged employees to take actions to reduce our collective environmental footprint. We focused on several environmental matters which included waste management, responsible commuting, energy saving and carbon offsetting.

CWT's Global Responsible Business team developed a set of communication materials to promote the week and the adoption of eco-attitudes among employees. Engagement with the campaign was strong across the business, with hundreds of stories, responses and examples of actions from our global offices posted on our corporate social network.

The week helped to inspire several local initiatives, including:

- In Singapore, 17 dedicated volunteers weathered the rain at East Coast Park to clean a local beach.
- In the US, our Phoenix office organized a no-printing day to remind employees including home workers of the importance of recycling.
- In Romania, initiatives were organized each day to highlight the environmental topic of the day.



### **Quotes shared on social media from Environmental Awareness Week**

**"We created a platform on the local SharePoint to offer carpooling."**

**Sergio Estrada,**  
Business Analyst, Costa Rica

**"Working as a home-based agent for CWT means I no longer have to commute an hour to work. Not only does working from home help the environment, it has helped me lower my stress levels during rush hour!"**

**Kristin Bailey,**  
International Travel Counselor, US

**"We have a contest on the most ingenious eco-products."**

**Florentina Malaeru,**  
Junior Program Manager, Romania



**Our network of RB correspondents measures performance across the globe**

To ensure emissions data are accurately captured across our organization, we established an Environmental Correspondents Network in 2013 which pulls together key contacts responsible for environmental reporting across 22 countries.

The network is comprised of highly motivated individuals who take the lead in environmental reporting for their location. In addition to environmental reporting, correspondents coordinated local initiatives in 2016. Some examples include:

**Enhancing the use of renewable energy at CWT Finland**

Our Finnish and Norwegian offices use 100% renewable energy. In 2016, Germany made plans to follow in their footsteps and use 100% renewable energy starting in 2017.

**A green office approach, CWT Germany**

With the aim of enhancing its green office program, our German team implemented a wide array of environmental initiatives in 2016. As well as purchasing renewable energy, search engines on all computers in the office defaulted to "Ecosia", a site that donates 80% of its revenue to tree-planting projects. Additionally, employees were given a personal glass to avoid the use of recycled water cups in our Eschborn office (see Silke's story on page 41 for more).

**Improving recycling around the office, CWT France**

Recycling and reusing waste is an integral part of CWT's environmental efforts. On the waste management day of our Environmental Awareness Week, new labels and posters were displayed on all bins at our Paris head office (500 employees) with the objective of implementing a recycling system in the building. Our recycling partner Greenwishes also hosted a Q&A session to raise awareness of the importance of recycling among employees.

By reinforcing the importance of recycling in communications throughout the year, the office recycled more than 11,000 kg of waste in 2016.



**BSAG Travel Balance Fund, CWT Finland**

In 2009, CWT Finland and the Baltic Sea Action Group (BSAG) established the BSAG Travel Balance Fund for producers and users of travel services concerned about the state of the Baltic Sea. CWT Finland and clients donate a fixed sum to the fund for each ton of carbon emitted from their business travel. The donations help finance projects that clean and restore the Baltic Sea – one of the most polluted seas in Europe. As well as donating more than €22,000 to the fund over the last eight years, we have also participated in initiatives aimed at supporting BSAG. For example, CWT employees participated in BSAG's Clean Beach campaign in 2016, with the goal of cleaning up beaches through voluntary work and raising public awareness of Baltic Sea marine preservation.

**Becoming ISO 14001 certified, CWT UK**

Some countries where CWT is located have environmental management systems in place to manage their environmental impact. Several sites in Germany, Spain and the UK have even had their systems ISO 14001 certified. In 2016, three UK sites had their certification renewed to the latest version of the standard: ISO 14001:2015. As Tony Panter, Facilities and Environmental Manager, explains: "This achievement provides assurances to our stakeholders that statutory and regulatory requirements are fully met in the UK. It also strongly encourages greater employee engagement to further progress on our environmental commitments and provides a competitive advantage during bidding processes."

100%

CWT Finland and Norway offices use 100% renewable energy



3

UK sites had their certification renewed to the standard ISO 14001:2015

we do...

## CARBON OFFSETTING

we will...

**At CWT, we have put in place measures to reduce carbon emissions across our operations over recent years in line with our 2020 emissions reduction objective. In 2016 we took an unprecedented step towards further lessening our environmental impact and raising external awareness by compensating the emissions of four large events, including two major client events.**

### **Our first steps towards carbon neutral events**

To pilot carbon offsetting projects in 2016, CWT offset emissions from two internal events: our move to a new Paris head office and our Global Leadership Conference (GLC). As part of this process, we invited 120 participants of the GLC and 700 Paris-based employees to vote for which offsetting project they wanted us to support.

The chosen winner was the Carbon for Water™ project – an initiative which reduces carbon and provides safe water by distributing water filters to rural families in Kenya. The project eliminates the need to burn wood to boil water by using the filters, thereby reducing large amounts of carbon.

Following the initial success of these projects, we offset emissions from two large client events in Singapore and Montreal. Gamification and communication were used throughout the event to raise awareness of carbon-offsetting projects among clients.

Our carbon offsetting efforts helped reduce 1,205 tons of CO<sub>2</sub> equivalents (tCO<sub>2</sub>e) and distribute 2,700 water filters to 25,680 beneficiaries in 2016.

### **In 2017 we will:**

- Further improve the quality and scope of our environmental reporting by integrating the recommendations from voluntary audits, simplifying our data collection process.
- Dedicate our 2017 Environmental Awareness Week to commuting – CWT's largest source of internal emissions.
- Further develop an internal carbon offsetting program for CWT.
- Reinforce our green products and services offer for clients.



**Carlson Wagonlit Travel Offset Certification 2016**

In 2016, CWT held 4 carbon neutral events offsetting 1,205 tCO<sub>2</sub>e with a water filters project

Environmental benefits	Social benefits
1,205 tCO <sub>2</sub> e avoided	2,700 water filters distributed
Deforestation limited	Access to clean water for 25,680 beneficiaries
Less indoor air pollution	Awareness campaigns on water issues

• EcoAct certifies that Carlson Wagonlit Travel supports the Carbon for Water™ project in Kenya •

Gérald MARADAN, CEO EcoAct

**Gold Standard**

## we live...

**When it comes to the environment, Silke knows it's the small things that make the biggest impact.**

Silke's passion for the environment began long before joining CWT. "Traveling made me realize there's a lot we take for granted. While working on micro-finance projects in Africa, I saw the real impact climate change can have on communities. When I came home, I wanted to stay active by continuing to support those who are less fortunate."

After returning to Germany, Silke went on to become CWT's Senior Director of IT for Central & Eastern Europe. "The environment is a big topic for people in Germany and our clients were asking us what we were doing in the area. When we decided to become certified to the ISO 14001 environmental standard, as computer use is one of our most energy-consuming activities, I was happy to take on the role of environment manager! Developing our environmental management system and helping to reduce our carbon footprint is something I'm personally passionate about."

Fast forward six years and Silke's commitment to promoting environmental programs has grown even more. She is now CWT's

Responsible Business Ambassador for EMEA where she focuses on mobilizing staff to get involved in responsible business activities, including environmental topics.

The move to a new German office prompted Silke and her team to identify opportunities to implement green office initiatives in 2016. "We selected projects that were simple and cost-effective but that have the potential to have a big impact when combined." Efforts included moving to a green energy supplier, purchasing green office supplies and providing employees with reusable water bottles. Silke even used her IT background to switch the default search engine on all office computers to Ecosia, which donates profits to tree-planting programs.

The list of projects implemented over the last year is impressive and has had a noticeable impact on CWT Germany's overall environmental performance, but Silke insists it wasn't rocket science: "The big thing I've learned is to keep talking about it. Raising awareness and regular communication are an important part of making behavior stick. The things we've done so far aren't huge, but our people are noticing them. And it's by becoming more aware that our people will make greener choices."

**"Whenever we see something small that can be improved, we act on it. If you get into the habit of noticing things, you'll be surprised by the difference you can make."**



**Silke Bellof is Senior Director IT for Central & Eastern Europe and the Responsible Business Ambassador for EMEA. She is based in Germany.**

# RESPONSIBLE PRODUCTS AND SERVICES

*we think...*

We are committed to providing our customers with the right tools, products and services to create seamless and stress-free journeys for their travelers while managing risk. This desire sits at the very heart of our new CWT 3.0 corporate strategy launched in 2016.

Delivering our new strategy requires the highest level of business and service resiliency to manage and mitigate risks and ensure we are there for travelers when the unexpected

happens. For this reason we have strengthened global risk accountability across the organization to guarantee the right risk management and mitigation processes are in place.

In addition, we continued to strengthen our portfolio of responsible products and services in 2016 by utilizing the power of digital technology to ensure safety, security and well-being of travelers at all stages of their journey.

**"Delivering our new strategy requires the highest level of business and service resiliency to manage and mitigate risks."**



**Kathleen Orner**  
Chief Risk & Information  
Security Officer

*we said...  
and we did...*



# 157

Site Risk Assessment campaign took place across 157 CWT sites

Not initiated    
 Initiated    
 In progress

## 2020 objectives

## Status as of end of 2016 Performance summary

Further reinforce our Responsible Business products and services offering to our clients.



The CWT 3.0 strategy seeks to reinforce risk management and enhance our products and services to help reduce risks associated with safety and security of travelers.

Proactively propose carbon offsetting to clients.



As a first step, we offset emissions from four major events in 2016, including two client events (see page 40).

Expand the scope of an ISO 22301-aligned Business Continuity Management system to include Crisis Management, Business Continuity Planning and Disaster Recovery.



Chief Risk Officer appointed late 2016; global business resiliency program created by aligning Crisis Management, Business Continuity Planning and Disaster Recovery together under the new role.

Become the reference in terms of crisis management in the travel industry.



Ownership of Crisis Management established under EVP Chief Technology Officer and Chief Risk Officer appointed to drive the program.

# 7,235

alerts sent through CWT Alerts powered by International SOS since the beginning of June. Of which, 7,023 were security alerts and 212 medical alerts

# 100%

of new hires received training for Business Continuity Plan awareness in 2016

we do...

## RISK MANAGEMENT



**As a responsible business, it is vital that we protect our stakeholders at all times. This includes our customers, whom we must assist and protect under all circumstances. We continued to implement measures to improve our risk management system, raise awareness of site-level risks and roll out dedicated training for crisis management in 2016.**

### **Our approach to risk management**

At CWT, we view risk management as a systematic process. As a first step, we first look to identify, assess and prioritize potential areas of risk. Following this, we develop risk mitigation plans to reduce the probability of occurrence and to minimize their impact. These plans are then formally integrated into a Business Continuity Plan (BCP) which embeds risk management in daily organizational practices.

This step-by-step, preventative approach to risk management minimizes the impact of disruptions and crises whenever they occur by ensuring a robust and proactive response. We continued to implement enhancements to our Risk Management system in 2016 across all stages of the system.

As an example, a Site Risk Assessment campaign took place across 157 CWT sites, with the objective of identifying prominent risks and developing mitigation checklists to reduce them. Results from the survey were plotted onto a risk map which prioritized issues by their likelihood of occurrence and severity. For risks grouped in the top six fields, a mandatory requirement to create risk mitigation checklists was enforced.

### **Strengthening our business continuity planning**

Once key risks have been identified and mitigated, our BCP helps to ensure that these risks do not occur again in our day-to-day operations. The BCP is a methodology followed by everyone in our organization to ensure efficient and effective response to disruptions when and where they occur – covering everything from unexpected shortfalls in staff, to major events and technical errors.

# 847

users participated in the Business Continuity Plan Owners and Managers training

In 2016, a new crisis management scenario was added to our BCP to guide employees on how to respond to major disruptions.

As part of the BCP, business impact analysis takes place to determine and prioritize our most critical business functions and systems, the staff and technology resources needed for operations to run optimally and the timeframe within which the functions need to be recovered to restore operations to normal. Activities that cannot endure longer disruption – referred to as critical activities – must be identified by all teams to ensure CWT is meeting its client commitments.

In 2016, as happens every year, BCP owners, operations managers and those identified as backup BCP owners underwent training in risk and business continuity management. 847 users participated in the BCP Owners and Managers training with a total passing score in the quiz of 96%.

BCP awareness training was held for all new hires in 2016 after being rolled out for all employees in 2015. An updated BCP awareness training will be rolled out for all employees in 2017.

Following the attacks of 2015 and 2016 in France, training was provided to employees on how to handle a gunfire situation at work. It included a 15-minute video made available in nine languages on how employees should protect themselves and resume operations following an incident.

### Conducting drills to test the effectiveness of our Business Continuity program

CWT offices are required to undertake two annual drills to test the effectiveness of our Business Continuity program. Carried out by regional BCP owners, the drills cover fire-based scenarios and another drill chosen by the BCP Steering Committee.

With the addition of the crisis management scenario to the BCP in 2016, the Steering Committee set out a drill to test local crisis scenarios across our operations. Conducted through “table top drills,” participants attended site-level meetings to discuss how they would respond to various crises based on inputs provided by the drill organizer and their documented crisis procedure.



# 100%

of CWT offices are required to undergo two annual drills

**The BCP is a methodology followed by everyone in our organization to ensure efficient and effective response to disruptions when and where they occur.**

we do...

## OUR RESPONSIBLE PORTFOLIO

With trends such as digitization, connectivity and personalization set to impact our world on a huge scale over the next decade, the CWT 3.0 strategy offers an innovative array of products and services to meet the changing needs of our customers and travelers. Our suite of responsible products and services contribute to this.

### Our responsible product portfolio

Our range of traveler care and green travel products and services utilizes the power of digital technology and our people to address the needs of customers across all stages of their travel experience – from planning through to traveling and returning home.

Here are the responsible products and services we are delivering under each phase of the customer journey:

**Planning made easy** – Helping our customers and travelers plan their trips



#### CWT To Go™

Our innovative travel app, **CWT To Go™**, enables travelers to book their destination from the palm of their hand. The app is supported by CWT's 14,000 travel counselors who are on hand to help travelers plan and book reservations by phone.

### CWT Traveler Messaging

Series of personalized and compliant services presented to the travelers at key stages of their trip offering them a smooth and stress-free journey. (e.g. online check in reminder, Visa Alert, compliant hotel offers where no hotel has been booked...)

**On the road again** – Providing innovative products and services to support travel managers during their travelers' journeys



#### CWT To Go™

As well as helping book trips, the app provides regular updates for travelers on the go including automatic, real-time flight alerts, gate notifications and online check-in reminder.

#### CWT AnalytIQs

While on the road, CWT makes it easy to locate impacted travelers when disruptions occur with our online traveler tracking tool embedded in our business intelligence tool, **CWT AnalytIQs**. The tool enables travel managers to view travelers on a map from three perspectives: security risks, medical risks or map only. They can then click through to view the full itineraries of travelers impacted.

While on the road, CWT makes it easy to locate impacted travelers when disruptions occur.

**CWT Alerts, powered by International SOS**

In partnership with International SOS, **CWT Alerts** provides travel managers with updates and notifications of disruptions and crises relating to the destinations and travel plans of travelers. Notifications include Travel Security Special Advisories notifying incidents which pose a clear, immediate, or direct threat to traveler safety or security. Dedicated medical alerts also notify of events that may impact them from a medical standpoint, such as infectious disease outbreaks or disasters causing increased risk for illness. Since the launch of **CWT Alerts** powered by iSOS in June 2016, 7,235 alerts have been sent, of which 7,023 were security alerts and 212 medical alerts.

Through these alerts we help customers better anticipate, communicate and assist with additional information to know whether an incident will impact travelers in a specific location and act quickly. The alerts also gives access to advice about recommended actions our customers should take to protect their travelers and reduce risk.

**CWT Trip disruption**

(only available in NORAM)

**CWT's Trip disruption** service helps travelers by intelligently monitoring itineraries for cancellations, missed connections, diversions and late departures or arrivals. As part of the service, travelers receive a call from a dedicated travel counselor who offers tailored advice on alternative travel solutions.

**Crisis Communications**

CWT's 24-hour Service Center activates its crisis communication protocol whenever a serious incident occurs involving known or potential injuries or fatalities, updating subscribers via email and SMS. CWT reports on all major incidents potentially involving business travelers of our clients.

**Home sweet home – Listening to feedback and driving improvements once travelers return****CWT Hotel Intel**

**CWT's Hotel Intel** product is an alternative to hotel reviews in online booking tools or through third-party sites once travelers return home. *CWT Hotel Intel* encourages travelers to leave reviews after their trips, giving travelers a chance to learn from each other when booking their next trip. By using the online hotel directory and review site specific to your company, the tool gives travelers a quick and easy way to find hotels using relevant and peer traveler reviews.

**CWT AnalytIQs**

CWT is improving travel reporting with a new business intelligence platform, now in use by our clients worldwide. The tool analyzes CO<sub>2</sub> emissions after customers travel to provide managers with environmental data that can be shared to raise awareness of their environmental footprint and drive future behaviors.



# 14,000

CWT travel counselors support the *CWT To Go™* app

**CWT AnalytIQs analyzes CO<sub>2</sub> emissions after customers travel and provides managers with environmental data**

we do...



we will...

### Maintaining traveler care through safety communications in 2016

Ensuring the safety of travelers remains our priority. In line with our commitment to provide customers with the tools needed to reduce the risk and the stress of travel, we continued to promote traveler safety communications in response to worldwide crises and disruptions.

### Promoting Zika alerts to keep customers informed

Following the outbreak of the Zika virus in 2016, we monitored the situation in high-risk locations such as Central and Latin America, the Caribbean, the South Pacific and Thailand. Using our 24-hour safety and security function supported by International SOS, we provided regular travel updates through **CWT Alerts**, powered by International SOS to keep customers informed.

### Enhancing traveler safety in France through regular updates

A state of emergency was declared in France following the tragic terrorist attacks in November 2015. With the UEFA European Championship (Euro 2016) and Tour de France taking place in 2016, heightened security was deployed throughout the country. To keep travel managers up-to-date with developments, regular updates were sent to clients to communicate to travelers via **CWT Alerts**, powered by International SOS delivered through **CWT AnalytIQs**.

**CWT Meetings & Events** also developed specific travel advice relating to the Zika virus to keep travelers heading to the 2016 Rio Olympics safe and healthy during their stay.



### In 2017 we will:

- Perform an executive Business Impact analysis comprising all functions. We will from there be able to elaborate a global business resilience strategy and program.
- Perform risk analysis for the CWT Global Partners, taking a risk-based approach for responsible business.
- Update Business Resiliency and Information Security awareness training rolled out to all employees in 2017.
- Add greater social interactivity to our mobile travel app.
- Continue to offset emissions from internal events and reinforce our green products and services offer for clients.

# we live...

**Regional Vice President for North America, Brett explains how CWT's culture of Responsible Business helps customers address their sustainability challenges.**

"Way back when I started at CWT, I worked in a front-line operations role where we were delivering travel services over the phone. It was intended to be a short-term role. However, I eventually found my way into an account management role and have been working directly with clients for over 20 years – it's been an amazing run!"

Now Responsible Business Ambassador for the Americas, Brett's initial passion for RB was sparked when CWT decided to be one of the first organizations in the industry to sign the United Nations Global Compact (UNGC). "It really signified our commitment to acting on responsible business challenges beyond just words. It also helped us to formalize our RB program that little bit further, turning it into a cultural norm for us."

Brett reflects on what he's learned through working with clients when it comes to responsible business. "Responsible Business requests come in every RFP we receive, and sustainability is something customers care about deeply. They can sense when it's genuine, so for us it's vital that we go beyond box-ticking by making RB part of how we operate."

**Brett Elzinga is Regional Vice President for North America and CWT's Responsible Business Ambassador for the Americas region. He is based in Grand Rapids, Michigan.**

\*Availability may vary depending on version and geography.

"RB is helping us create a competitive advantage by building trust. For example, the investment we make in developing our people or our focus on building and maintaining secure data storage systems, these give our customers confidence that we're the right partner. We have a lot of passionate people behind RB, which has enabled us to develop products and services that meet our customers' evolving requirements."

Brett reflects on digital platforms that have been recently invested in such as *CWT To Go™*, which addresses clients' RB expectations while also improving their customers' travel experience. "The messaging capabilities of CWT Program Messenger, along with the features in *CWT To Go™*, enable us to communicate with travelers at any stage during their trip. A good example of this being the ability to notify them of human rights challenges in the area they're traveling in and offer advice."\*

Recognizing the far-reaching impact on responsible business that CWT's products and services can have, Brett concludes by saying, "By helping our clients meet their own responsible business needs, we are able to live our values through our products."

**"We go beyond thinking about only our customers' needs, to looking at our products and services through the lens of being a responsible provider."**



# COMMUNITY INVOLVEMENT

*we think...*

As a global organization full of talented and passionate people, we draw on the desire and expertise of our workforce to make a difference in the communities where we live and work. This approach forms the focus of our 3E Community Involvement strategy which targets initiatives relating to Education, Emergencies and Essential needs.

From financial and in-kind donations to corporate volunteering, our 3E strategy has grown significantly

over the last three years, thanks to the commitment and dedication of our people.

In 2016 alone we collaborated with 63 organizations on 75 initiatives worldwide.

Our corporate giving program includes a grant-making relationship with the Carlson Family Foundation, emphasized in 2016 by the significant funding they provided in support of numerous initiatives.

**We draw on the desire and expertise of our workforce to make a difference in the communities where we live and work.**



*we said...  
and we did...*



75

initiatives organized in 2016  
relating to Education, Emergencies  
and Essential needs



Not initiated



Initiated



In progress

**2020 objectives**

Further deploy globally and measure CWT's impact in the 3E\* fields of action.

\* Education, Emergencies, Essential needs.

**Status as of  
end of 2016**



**Performance summary**

We reinforced our 3E strategy in 2016 by improving the means available to our people to implement initiatives and have a greater impact at a local level. Our work included a 3E awareness campaign and the creation of dedicated tools to promote the strategy. Our 3E interactive map continued to serve as a reporting tool for our worldwide initiatives and will enable us to further measure the impact of global initiatives moving forward.

20

countries where employees  
are engaged in community  
involvement activities

63

partner organizations

we do...

## OUR 3E COMMUNITY INVOLVEMENT STRATEGY



Since the launch of CWT's 3E Community Involvement program in 2014, our people have continued to commit their support to hundreds of projects worldwide. In 2016, we ran an engagement campaign to further develop the awareness of 3E among our employees.

### Targeting initiatives relating to Education, Emergencies and Essential needs

Our 3E strategy assesses local needs to help identify ways that initiatives can have the most significant impact. It works by empowering local teams to select projects reflecting their passions and the needs of the communities around them. This ensures we are adapting to the local needs of all countries in which we operate while remaining true to our corporate identity and values.

The strategy is underpinned by local volunteering policies – in locations such as Benelux, the UK, Canada and the Asia-Pacific region – that support and encourage employee participation in initiatives during the year. In many countries where there are no related policies, we offer employees volunteering time. Where appropriate, we also collaborate with NGOs, academics, charities and local organizations to further enhance the impact of projects on communities.

# 3E



#### Education

Supporting the transfer of knowledge and skills from one generation to the next through teaching, training and research provision.



#### Emergencies

Providing support and resources to those in urgent crises that cause human suffering or threaten lives or livelihoods such as natural disasters and disease prevention.



#### Essential needs

Supporting initiatives that provide basic goods and services to those in need – from clothing, food and water, to the provision of health services and housing.

**Our 3E strategy assesses local needs to help identify ways that initiatives can have the most significant impact.**

### Spreading the word to encourage participation in 3E

To assist in raising awareness of 3E among our employees and encourage involvement, we launched an updated version of our 3E Guidebook in 2016. Available in seven languages, it gives all the information required to make local 3E initiatives a success and includes compliance guidelines for projects involving donations.

Alongside the relaunch, an engagement campaign continued to reinforce community involvement across CWT through the use of social media. Employees were invited to organize local initiatives and plot their activities online via our 3E map.

As part of the UN's Volunteers day, a "liking" contest was launched where employees got the chance to vote for their favorite 3E initiatives from the 75 that were shared. Three winners were selected based upon the total number of votes (one per region), and the organizations associated with each received a US\$3,000 corporate donation. Here are the winning initiatives:

**Annual Food Drive, St. Louis – US (Americas)**  
CWT's St. Louis office held its annual food drive to support Operation Food Search – a local non-profit organization dedicated to ending hunger in St. Louis. The event helped to collect 468 pounds of food for families in need at Thanksgiving. Over the past five years, the CWT team's participation at these food drives has helped feed over 570 people for one day.

**The Great Company Run – Poland (EMEA)**  
Our Warsaw-based CWT Team participated in the Great Company Run, an annual event organized by Everest Organization, encouraging companies to raise money for the local community. The goal was to generate funds to finance the rehabilitation of Oleg, a two-year-old boy, who suffers from a rare genetic disorder.



**Play it Forward – Philippines (APAC)**  
Our CWT Manila office put on a charity concert to raise funds in support of local solar lighting charity One Million Lights. The concert "Play it forward" was attended by 120 guests where local celebrities performed along with CWT Manila's very own band. The funds raised will provide solar-powered lighting to 80 families in Boac, Marinduque, a local community in the Philippines that has no access to electricity.

**An update on last year's winner: Casa do Zenzinho**  
The winner of last year's 3E map contest was not-for-profit organization Casa do Zenzinho, based in Brazil, which received a US\$10,000 corporate donation from CWT. The charity, provides a safe space for children, young adults and the elderly living in situations of high social vulnerability. Our donation was used to contribute to the many development programs run by the organization.



we do...

## 2016 COMMUNITY INVOLVEMENT INITIATIVES

**Building on the success of our initiatives in previous years, in 2016 we continued to support local communities in 20 countries and 34 locations, through the strong commitment and generous contributions of our employees across the world.**

### **Supporting the causes our people and communities care about**

With a broad spectrum of projects addressing everything from improving living conditions for families, through to donating food to the hungry, supporting the homeless, providing education and financing health research, our 3E efforts touched on a diverse range of social issues affecting the communities around us.

Fifteen of our 75 3E initiatives supported cancer-related causes including cancer research, support for patients and cancer awareness campaigns. Employees banded together to take part in fundraising activities such as charity runs, bake sales, climbs and hikes to raise funds. Cancer awareness talks also took place in CWT offices in India, Singapore, Indonesia and the US, helping to raise the understanding of breast cancer among employees.

In addition to the many new programs, we continued ongoing support for number of existing initiatives, with the aim of developing long-term partnerships that have a lasting impact now and into the future. Some of these included:

- Supporting the education of a girl with HIV in the Children's Village in Mbigili, Tanzania.

- Helping educate local students on entrepreneurship, work readiness and financial literacy with Junior Achievement Singapore.



- Raising funds for the Sojourner Center – one of the largest domestic violence shelters in the US.



- Supporting orphans and handicapped children at the local Children's Welfare Home in China.



- Volunteering for Second Harvest Heartland food bank in Minnesota, US.



# >300

initiatives in Education, Emergencies and Essential needs since 2014

### Some of our 2016 global 3E initiatives from around the world

#### Education

##### Back 2 School campaign, Texas, US (Americas)

Following the tragic shooting of an 11-year-old who attended Marshall Middle School in Houston, employees from CWT Texas rallied to help affected students. Employees gathered and purchased school supplies for students to prepare them for a successful start in the new year.

##### VIBE Arts support, Toronto, Canada (Americas)

Our Canadian Program Management team set the ambitious goal of collecting 200 arts and crafts items for the local charity VIBE Arts – a charitable organization committed to providing children and youth in under-resourced communities with high quality community and school-based arts education. From pens and paintbrushes to crayons and canvasses, the team surpassed the target and collected a total of 670 items for aspiring artists from under-resourced communities in the Toronto area.



#### Emergencies

##### Ecuador earthquake support, Spain (EMEA)

When a large earthquake hit Ecuador in early 2016, a CWT Spain employee, originally from Ecuador, put forward an initiative to collect financial aid to support those affected. Solidarity Breakfasts were held at CWT offices in Madrid, Barcelona, Seville, Bilbao and Tordera where employees brought in food to sell or buy in support of the relief effort.



##### Blood donation Group, Finland (EMEA)

CWT Finland has collaborated with the Finnish Red Cross to donate blood on a regular basis since 2014. In 2016, ten volunteers provided emergency transfusions to those in need following worldwide catastrophes or accidents.

#### Essential needs

##### Make-A-Wish, Colorado, US (Americas)

As part of our 2016 Global Business Travel Association (GBTA) event, CWT and the Carlson Family Foundation each made sizeable charitable donations in support of the Make-A-Wish Foundation in Colorado, US.



##### Bringing light to children during Diwali, India (APAC)

In India, CWT leaders visited Samadhan, an NGO that supports children with intellectual and physical disabilities living in poverty. The program rehabilitates families through community outreach programs. They donated books, crayons and toys for the children, as well as working alongside caretakers to decorate the premises in preparation for Diwali, India's national festival of lights.



We continue to provide ongoing support to a number of existing initiatives as part of our long-term partnerships.

*we do...*



*we will...*

#### Education



#### CARLSON FAMILY FOUNDATION

The Carlson Family Foundation continued to provide very strong support for CWT's 3E projects in 2016, making contributions to the educational programs of the following organizations:



Global Travel & Tourism Partnership is a global program aimed to inspire and enable young people to build careers in travel and tourism. In 2016 GTTP celebrated its 20th anniversary. To date, more than two million students have participated in GTTP programs around the world. CWT has been a strong supporter for the last four years with additional support provided by the Carlson Family Foundation in 2015 and 2016.



United Way, France, is an organization whose purpose is to ensure that youth develop the knowledge, skills and credentials necessary to gain employment and be successful in the workplace. Carlson Family Foundation funding will support the "Opportunities for All" program which provides support to 350 middle-schoolers from unprivileged areas in France.



Junior Achievement, Singapore, has a goal to inspire and prepare young people to succeed in the global economy. The Carlson Family Foundation has provided financial support to two projects – "Ourselves" and "Our Families." The projects provide students with an introduction to the economics of life including work readiness, entrepreneurship and financial literacy.

#### In 2017 we will:

- Further improve how we measure and track the impact of our community projects.
- Continue to create awareness among employees and provide them with effective tools to implement initiatives and get involved.
- Play our part in helping to fight human trafficking, in line with the ambition of CWT's parent company, Carlson, Inc.

*we live...*

**Having been active in community projects outside of work, Abhi was inspired to bring employees together to build long-term relationships with the local community around CWT's Bangalore office.**

"For me Responsible Business is about doing as much as possible to maximize the positive influence we can make as a business. I'm proud to say that CWT commits to this by supporting community projects around the world," explains Abhimanyu. "With such a talented team in our Bangalore office, I wanted to understand how we could use our expertise to make a difference on our own doorstep."

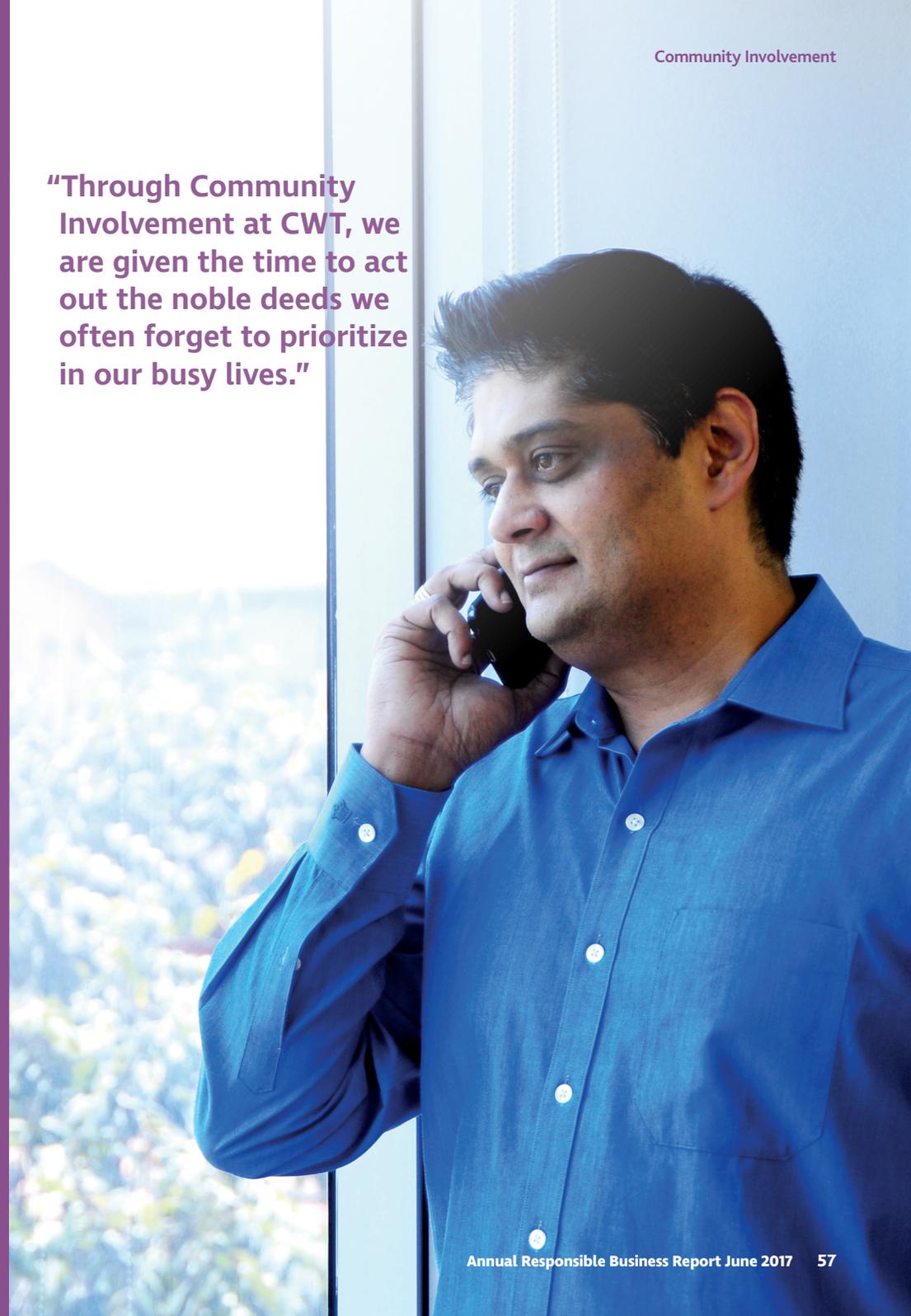
The idea prompted Abhi to bring together his team to see how they could make a bigger impact. "I'm passionate about leading people and bringing out the best in them. I felt that by building on employees' strengths we could achieve this, while also enhancing our relationship with the local community. It felt like a real win-win."

Abhi remembers that employees around the office were keen to get involved from the beginning. "Our people are very engaged, and once we built a team the ideas really started to flow. Before we knew it we had six team members – each of whom now plays an important role in coordinating and contributing to community projects."

In 2016 the team visited a local NGO supporting late-stage terminal cancer patients. "We sent communications to all of our Bangalore staff to contribute funds and take part in a day trip to visit the charity. Seeing people come together and use their strengths to support the project was truly inspiring. It formed the foundations of our approach to community involvement, which we will be applying to future initiatives."

Abhi is positive in his outlook and convinced that his team's pragmatic approach is a key to their success. "We work really well together – by defining clear roles and responsibilities for each team member we are able to mobilize effectively and take real action. It's heartening to see how much our people care."

**"Through Community Involvement at CWT, we are given the time to act out the noble deeds we often forget to prioritize in our busy lives."**



**Abhimanyu Rathod is Associate Director of Travel Services for CWT Bangalore. He is based in India.**

# GRI TABLE

This is a self-declaration assessment in accordance with the "core" option of the Global Reporting Initiative (GRI) as of June 2017.

General Standard Disclosures	Description	Information
<b>Strategy and Analysis</b>		
G4-1	Sustainability strategy statement	P8, 9
G4-2	Description of key impacts, risks and opportunities	P9, 12-13
<b>Organizational Profile</b>		
G4-3	Name	Carlson Wagonlit Travel
G4-4	Primary brands, products, and/or services	P4-5
G4-5	Location of headquarters	Global offices in Paris, Minneapolis and Singapore
G4-6	Countries of operation	See website for full list: <a href="http://www.carlsonwagonlit.com/content/cwt/global/en/office-locations.html">http://www.carlsonwagonlit.com/content/cwt/global/en/office-locations.html</a>
G4-7	Ownership	Privately owned organization
G4-8	Markets served	P4
G4-9	Scale and Size	P5
G4-10	Workforce	P5
G4-11	Collective bargaining agreements	P27
G4-12	Supply chain	P22
G4-13	Significant changes	None
G4-14	Precautionary approach	P9, 44-45
G4-15	External principles	P6-7
G4-16	Memberships in associations	P6-7, 56

General Standard Disclosures	Description	Information
<b>Identified Material Aspects and Boundaries</b>		
G4-17	Financial statements coverage	N/A – Private organization, undisclosed
G4-18	Defining content	Inside front cover, P9
G4-19	Material aspects	P9, 12-13
G4-20	Aspect boundary within the organization	Inside front cover
G4-21	Aspect boundary outside the organization	Inside front cover
G4-22	Re-statements	None
G4-23	Changes	Increased environmental scope, P36
<b>Stakeholder Engagement</b>		
G4-24	Stakeholder Groups	P8-11
G4-25	Basis for selection	P9
G4-26	Approaches to stakeholder engagement	P9-11
G4-27	Key topics from stakeholders	P9, 12-13
<b>Report Profile</b>		
G4-28	Reporting period	Inside front cover
G4-29	Date of previous report	June 2016
G4-30	Reporting cycle	Inside front cover
G4-31	Contact	responsiblebusiness@carlsonwagonlit.com, P61
G4-32	GRI Content Index	P58-59
G4-33	Assurance	None
<b>Governance</b>		
G4-34	Governance structure	P10

General Standard Disclosures	Description	Information
<b>Ethics and Integrity</b>		
G4-56	Values	P3
G4-57	Seeking advice on ethical and lawful behavior	P18-19
Specific Standard Disclosures	Description	Information
<b>ENVIRONMENT</b>		
<b>Energy</b>		
G4-EN3	Energy use within the organization	Energy not reported, GHG figures given (see below)
G4-EN4	Energy use outside of the organization	–
G4-EN5	Energy intensity	–
G4-EN6	Reduction of energy consumption	–
<b>Emissions</b>		
G4-EN15	Direct Greenhouse Gas emissions (Scope 1)	P36-37
G4-EN16	Indirect Greenhouse Gas emissions (Scope 2)	P36-37
G4-EN17	Other indirect Greenhouse Gas emissions (Scope 3)	P36-37
G4-EN18	Greenhouse Gas emissions intensity	P36-37
G4-EN19	Reduction of Greenhouse Gas emissions	P36-37 Baseline started in 2016
<b>Compliance</b>		
G4-EN29	Fines and environmental non-compliances	None

Specific Standard Disclosures	Description	Information
<b>Transport</b>		
G4-EN30	Transporting products, other goods or people	P36-37
<b>Supplier Environmental Assessment</b>		
G4-EN32	Suppliers screened using environmental criteria	P22
<b>SOCIAL</b>		
<b>Training and Education</b>		
G4-LA10	Skills management and lifelong learning	P28-29
<b>Diversity and Equal Opportunity</b>		
G4-LA12	Composition of governance bodies and employee diversity	P10-11, 30
<b>Supplier Assessment for Labor Practices</b>		
G4-LA14	Screening new suppliers	P22
<b>HUMAN RIGHTS</b>		
<b>Supplier Human Rights Assessment</b>		
G4-HR10	New suppliers screened using human rights criteria	P22
<b>Human Rights Grievance Mechanisms</b>		
G4-HR12	Grievances about human rights	P18-19
<b>SOCIETY</b>		
<b>Anti-Corruption</b>		
G4-SO3	Operations assessed for risks related to corruption	P18-19
G4-SO4	Communication and training on anti-corruption	P18-19

# THE UNITED NATIONS GLOBAL COMPACT TEN PRINCIPLES IN ACTION AT CWT

UN Global Compact Ten Principles	CWT Responsible Business Report Chapters	Sections	Pages
<b>Human Rights Principles 1, 2</b>	01 Introduction 01 Introduction 02 Responsible Business Strategy and Governance 04 Human Resources and Human Rights 04 Human Resources and Human Rights 07 Community Involvement	Message from the Chair of Carlson's Board Awards and recognitions We do... We think... We do... Various	2 7 9, 13 24 30 50-56
<b>Labor Principles 3, 4, 5, 6</b>	01 Introduction 02 Responsible Business Strategy and Governance 04 Human Resources and Human Rights 06 Responsible Products and Services	Awards and recognitions We do... Various Risk management	6 9, 13 24-33 44-45
<b>Environment Principles 7, 8, 9</b>	01 Introduction 02 Responsible Business Strategy and Governance 05 Environment 06 Responsible Products and Services	Awards and recognitions We do... Various Various	6-7 9-11, 13 34-43 43, 46-47
<b>Anti-Corruption Principle 10</b>	02 Responsible Business Strategy and Governance 03 Ethics & Business Behavior	We do... Various	9, 12 16-23

# THANKS AND PHOTO CREDITS

We would like to thank the numerous people who have helped to create this report.

Thanks to the content owners, RB Ambassadors, Correspondents and all CWT employees for bringing Responsible Business to life in our organization. All photos you see in this report are from real CWT employees – they are listed on the following pages.

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Kurt Ekert

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Abhimanyu Rathod



