

2016 (CSR)

Communication on Progress
UN Global Compact Report

BCD travel
travel smart. achieve more.

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Statement of support

What makes a company a socially responsible entity? Companies that understand how to create positive sustainable actions of their Corporate Social Responsibility programs gain a top-class reputation and new business, while meeting their responsibilities as global citizens.

Kathy Jackson

Executive Vice President
Global Client Management
& Advito
CSR Executive Sponsor



BCD Travel is committed to fulfil its promise to social and environmental sustainability. Our focus on Corporate Social Responsibility remains a priority in everything we do, in the efforts and contributions of our employees and the relationships with our partners and clients. Our goal is to continue our path to become a leading CSR entity and guarantee that these efforts will have a positive influence on our people, our communities and our business.

Sustainability and responsibility are at the core of what we do. The notion of corporate social responsibility is based on a vision of business: our company's vision statement is "To promote business growth by improving our clients' performance, their travelers' lives and communities worldwide." CSR is a focal topic for customers and investors who expect corporations to be accountable for operating in a sustainable manner; it influences their decision to do business with a company – or not.

BCD Travel has always been fully committed to meeting our obligations as a global citizen. We launched our CSR initiative and introduced our principles almost ten years ago. In 2008, we were the first corporate travel management company to join the United Nations Global Compact and we report our accomplishments every year with the publication of our Communication on Progress. This report outlines the activities and efforts of our employees around the world, highlighting and recognizing their accomplishments in sustainability and goodwill. It details our plans for the future and this year, presents a slight change in our CSR approach:

Our CSR strategy was branded onboard, supported by five pillars: People, Community, Environment, Ethical Business Practices and Privacy & Data Protection. These pillars formed our CSR Principles. We recognize that the

roots of corporate social responsibility stand on three basic but important areas: corporate citizenship, ethical business practice and employee appreciation. To ease the understanding of how we carry out our efforts in these areas, we now call our CSR effort just that, Corporate Social Responsibility and gave it a new logo. We also simplified the definition of our principles:

Workplace: employees; we treat our employees fairly and promote their well-being

World: communities and environment; we are a global citizen

Business: ethical business practices; we operate with openness and transparency

While we implemented some updates to our initiative, our objective still is to do good with everything we do. This is our seventh year submitting our Communication on Progress to the United Nations Global Compact. We are very proud of our accomplishments and remain committed to continue progressing in support of the 10 principles of the Global Compact. We recognize that our accomplishments would not have been possible without the efforts from our employees around the world. Our BCD Travel staff is bringing top impact to the company as a CSR leader: our achievements are the result of their commitment. We appreciate and applaud their participation in our pledge to conserve this world, our business, their workplace.

Kathy Jackson & John Snyder

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John Snyder
President & CEO
BCD Travel



A better **workplace**

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

Every day, our people bring our creative and personal brand to life. They know their actions count and their views matter. We give them the tools, skills and outlets to build their “confident self,” because our success hinges on theirs.

We operate our services and facilities with a single-minded objective: to protect the wellbeing of our employees, customers, the public, and the environment.

We defend our employees from unreasonable health and safety risks on the job, forbidding any acts or threats of physical violence—including intimidation, harassment or coercion—that occur in the workplace or during the conduct of company business off company property. We specifically prohibit harassment or discrimination based on race, color, national origin, ancestry, religion, creed, sexual orientation, disability, marital status, medical condition, veteran status and age.

Honest communication is a vital part of a positive work environment. We encourage employees to bring forth their ideas, suggestions, questions and concerns. We listen carefully and act upon what we hear. We protect the confidentiality of all personal information in our employees’ records and will never release personal information to outside sources unless we’re legally required to do so.

In addition, we offer pay and benefits competitive and appropriate for the markets in which we operate.

Every day, our people bring our creative and personal brand to life. They do this because they know their actions count and their views matter. We want to give them the tools, skills and outlets to build their “confident self,” because our success hinges on theirs.

Christian Dahl

*Senior Vice President Strategic
Talent Management & Global
Human Resources*



Our **WORKPLACE** principle supports the United Nations Global Compact principles of Human Rights (1 and 2) and the principles for Labor Standards (3, 4, 5 and 6). Our CSR executive sponsor for this principle heads talent management and human resources activities for the company at global level, overseeing the requirements stated in the UN principles.



A better workplace

Our systems

The following systems and procedures ensure that our commitment to human rights and labor standard issues is addressed:

Each of our employees has a part to play in our company's success. Each employee needs to be confident that they can play that part. That's why we make it a priority to develop the 'confident self' of each employee. One way we do this is through our competency model. The model links each competency to our company's strategic priorities. We help our employees use the model to build their competency levels and develop the skills and abilities they need to advance themselves in their careers.

In 2014, we completed the global roll out of Knowledge Hub, an online platform that gives our employees a single point of access to all our learning and training programs and by the end of 2015 we had more than 500+ pieces of new learning content in Knowledge Hub, available to ALL employees around the world..

Our CSR principles outline our position on human rights issues, labor standards, the environment and anti-corruption. Available in six languages (English, Dutch, French, German, Spanish and Portuguese), this document is given to all employees at orientation and is also available on our website, on local intranet

Labor standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor



"We believe that the ability of our people to confidently and successfully perform their role has a direct impact on the success of our company. That is why developing your 'confident self' is fundamental to everything we do in talent management."

Marian van der Hoeven, Director Learning and Development EMEA, BCD Travel | Netherlands

sites and in local employee and HR manuals. If local laws are more restrictive than BCD Travel's standards, employees must comply with the more stringent, applicable local laws.

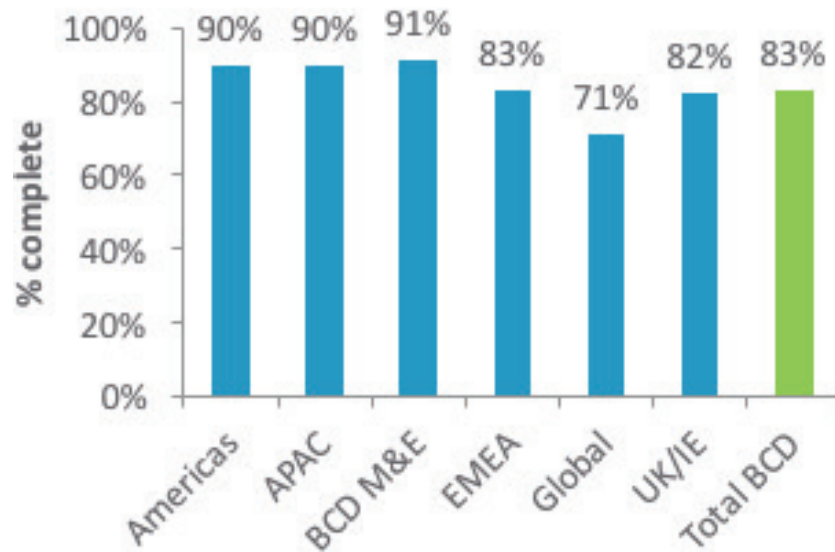
A dedicated global CSR committee helps raise awareness throughout the organization on the issues represented by our principles. This committee is made up of staff members from various functions and levels across the globe.



A better workplace

Our locations around the world have a dedicated contact to which employees can turn for advice on human rights abuse issues.

Bi-annual employee satisfaction surveys are carried out on a global scale. These surveys allow employees to confidentially voice their opinions and raise any important issues. We set a goal to complete 75% of the action plans from the 2014 employee satisfaction survey in 2015. We met our goal by Q42015 as reflected in the following graph:



Labor standards

Principle 5: Businesses should support the effective abolition of child labor.

Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.

We're running our survey this year, and will strive for high engagement and satisfaction scores as well as over 80% participation.



"I joined BCD Travel in 2002 and I could not have imagined just how good of an opportunity I was walking into. My job here has groomed me both personally and professionally. It has made me realize the potential I have to grow and provided the opportunities to do so. I endeavour to perform at my best and deliver excellent service every day. BCD values hard work, a can do spirit, a positive attitude. It's values keep me going and guide the entire organization."

Sanjay Colaco, General Manager Client Management, Strategic Accounts
BCD Travel | India



A better workplace

We work with suppliers and sub-contractors who are encouraged to sign up to our Code of Conduct, which stipulates our policy on human rights issues.

We value the relationship with our clients, taking great care and responsibility to manage and protect client data. We recognize that unauthorized disclosure of sensitive information can result in failing to comply with industry best practices, industry compliance, or applicable legislative requirements and regulations. In addition, unscheduled downtime of the services and applications that we use to process client information or that we provide to our clients negatively affects our performance, reputation and client retention.

We protect our clients' travelers with Travel Risk Management & Traveler Security technology that enables them to monitor their travelers' security anywhere in the world. Our DecisionSource platform provides crisis management reporting, pre-trip and on-trip compliance reporting, risk assessment and destination intelligence, offering instant access to accurate travel and security information. In the event of a crisis, a plan can be immediately executed to get travelers out of a high-risk area quickly. It monitors risk across the globe, 24 hours a day, seven days a week, generating e-mail alerts to keep travelers informed and aware.

We also work with a highly specialized third-party firm that brings home travelers who become sick or are injured while on a business trip, with the maximum of care and minimum fuss.

We respect the rights of employees to form works councils to allow a greater degree of employee input into the company. Several works councils are currently in place in European countries and conform to local country and European Union laws.

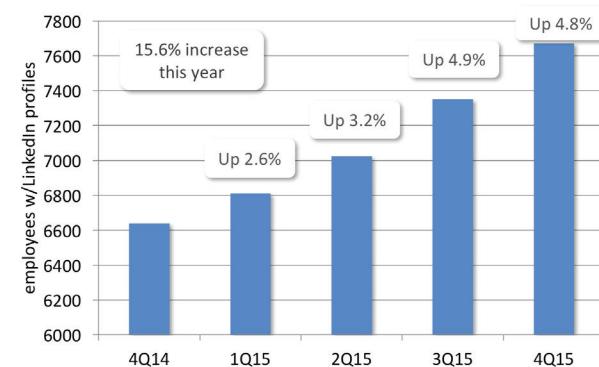
Through the development of activities employing our own workforce to attract new employees, our Talent Management team is working towards refreshing our employer brand with company-wide recognition and Recruiting Management System (RMS) programs. LinkedIn has become our primary source for recruitment at all levels.

By developing a customized on-boarding plan for new employees and expanding the use of technology and social media practices in recruiting, BCD Travel's Talent Management team looks to enhance the employee on-boarding experience via new technologies and create a more comprehensive talent pipeline program.

With our Talent Management initiative, we aim to achieve recognition as the "employer of choice" among competitors, and to increase employee engagement and satisfaction.

Focus5: LinkedIn profiles, 4Q15

Goal: increase number of employee profiles by 15%





A better **workplace**

What we do

An executive sponsor team was named to lead the company's efforts in support of each of our principles. The role of each executive stems from the function they front within the organization, allowing each to focus on one area to provide better guidance and direction.

All regions report quarterly on their activities and progress within our CSR Principles.

A number of our locations carry out audits of all work spaces through an external company specializing in safety and ergonomic standards in the workplace, to certify that our employees are working in a safe and comfortable environment.

A formal, mandatory screening process is used along with confidentiality agreements and ongoing training and awareness programs. Background checks are performed on potential employees and contractors.

We provide information for clients experiencing travel disruptions on our website. Customized for each region, these pages feature widgets for information about airport delays, weather links, local forecast and government alerts.



"BCD Travel is a company that cares about its employees. Every day I am surrounded by co-workers that bring out each other's best qualities in order for the company to excel. I am able to voice my opinion without hesitation and be heard. I am proud to work for a company that encourages strong work ethics, growth and development."

Shannon Stilp

HR Coordinator, BCD Meetings
& Events | U.S.A.



A better workplace

We uphold our duty of care objective by consulting with clients on destination and security, while publishing intelligence pieces and White Papers on topics such as Building a Travel Risk Management Plan and Responsible Travel Management.

The Global Crisis Management team coordinates all internal responsibilities and resources to monitor the world through multiple media sources: 24/7/365 for incidents that happen globally, and incidents that have a direct or indirect impact on travel. During crisis mode and after incidents, the team identifies potentially impacted travelers by pulling reports on global data through our risk management and intelligence & analytics tool, DecisionSource.

We uphold our duty of care for our employees while they're on the road by providing traveller tracking, crisis and emergency response and security awareness and education. In 2014, we issued 'Travelsafe' cards to our employees. The card consolidates a company ID card, IATA card and travel insurance card in one and allows us to better support our employees when they're outside their regular working environment. It includes information for travellers such as telephone numbers to dial in the case of emergency, for medical assistance and information on travel disruption while travelling. In addition, employee traveler data is included in a reporting process that alerts HR teams of any impacted travelers. And a 24 hour hotline and 'follow the sun' process ensures that our travellers are taken care of while travelling.





A better **workplace**

Training



“The power of this partnership is realised in our ability to listen, learn, plan and deliver together. Our people are the differentiator. Every day with pride and passion, we have the opportunity to be a superstar in how we serve our customers, each other and the community”

Denise Farrell

Director of Operations
BCD Travel | Australia

Completed courses

1,147,110

Unique participants

12,014

Average courses per person

12.24

Average time spent training per person

10.71
hours

Work placements allow students to gain real experience in an industry or a particular function that he or she is interested in. We have accepted various placements around the globe, working in close partnership with the students’ educational institutions, providing practical experience and mentoring to help students complete necessary course work while on placement.

As a result of our partnership with educational institutions we provide longer career opportunities to young and business savvy talent through our Management Associate Program (MAP). This program helps us secure the company for the next generation in respecting the change our customers expects of an innovative travel management company.

BCD Travel is dedicated to employees’ professional development to hone their skill levels and advance with the company. Training content is developed internally for BCD Travel-specific training needs and purchased externally for universal content.



A better **workplace**

2,313 different courses are offered around the globe

Classroom courses

400

Virtual classroom courses

439

Online courses

573

Other

991

Global Talent Management continued with the CHALLENGE program that identifies and develops candidates that will potentially fulfill future leadership positions at different levels within the organization by strengthening skills and capabilities in four areas of management: self, people, business and results.

Through the Discovery program, BCD Travel Germany provides the opportunity to work for three weeks in another location either in Germany or in other EMEA countries. This program allows trainees to strengthen their competencies and gain experiences valuable to their development.



“Our people – across borders, time zones, cultures and languages – is what makes working for BCD Travel unique. It brings new insights and ideas to our projects and adds dynamics and perspectives to our relationships. Working on such a global level has sparked curiosity and awareness in me that extends beyond the workday, impacting both my professional development and my personal growth.”

Courtney Moore

Manager, Business Development
Advito | U.S. A.



A better workplace



Employee appreciation week takes place in many countries every year – e.g. US, Latam, APAC. Office events are sponsored by various supplier partners and prizes are given to employees. Virtual employees receive communication and a gift as well.



A global **Equal Employment Opportunity** statement as well as policy statements on no drugs, no harassment and quality and fairness were included in local employee handbooks.



Circle of Excellence (COE) is a peer recognition program for all employees. It is an important part of the company's culture: recognition is given not only from the top, but employees get to honor the excellent work of their peers. The program includes all employees from BCD Travel, Tbiz and Advito in wholly owned countries.

Knowledge Hub is BCD Travel's global Talent Management System. It provides a common platform for learning and completing the online performance appraisal process. This system not only helps in measuring the value created by an employee towards their assigned tasks and responsibilities, but also identifies a path for growth and development. BCD Travel's performance appraisal/development goal (reporting for eligible employees with access to knowledge Hub) met a 88% completion rate.

We foster a culture that makes the health, safety and well being of our employees our number one priority.

We conduct our business in accordance with all applicable health and safety laws and regulations, and other relevant standards to which we voluntarily subscribe, and provide the training, management systems, and resources necessary to do so. In 2015 we started the process to develop a global health & safety management system and will roll this out globally in 2016.

BCD Travel has joined 'The Code' - **Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism** to help protect the rights of children.





A better **world**

From company initiatives like the Haiti Project to individual good works by employees around the world, we believe actions go far beyond collecting money. Simply put, they express our passion for helping others and protect the environment.

We carry out that commitment to community in a number of ways. Investment in community begins with the individual. So we encourage our employees' efforts to improve their local communities through social investment, business relationships and charitable activities.

We also leverage our business relationships in support of community. Our partnership with licensees in emerging markets helps these businesses and their employees secure their future role in a global marketplace by providing access to training, technology and opportunities for business growth. And we combine the energy of our business with the power of our business partner relationships to do more for global and local communities than we could do on our own.

We proudly support our shareholder's Making a Difference foundation, focusing on championing underprivileged children's causes around the globe. From company initiatives to individual good works by employees around the world, we give back to our local and global communities. These actions go far beyond collecting money. Simply put, they express our passion for helping others.

Christian Dahl
*Senior Vice President Strategic
Talent Management & Global
Human Resources*



Our **WORLD** principle helps us meet our obligations as a global citizen with our communities, and support efforts for its wellbeing. The CSR executive sponsor for our **Workplace** principle is also an executive sponsor for this principle, in the area of community.



A better world

Our systems

In support of the Human Rights principle within the UN Global Compact, we believe in being an agent of positive change through:

Local empowerment: investment in our community begins with the individual and we encourage our employees to initiate and support efforts to improve our local communities.

Making a Difference foundation: we proudly support our shareholder's organization-wide effort, focused on supporting underprivileged children's causes around the globe.

Emerging markets: our partnership with licensees in emerging markets helps these businesses and their employees secure their future role in a global marketplace by providing access to training, technology and opportunities for business growth.

Working with suppliers: we work with suppliers and other business partners to encourage joint in-kind contributions to community initiatives.

In December, the Global Finance and Legal teams got together in Utrecht to build bikes for Africa with a charity organization called Tools to Work.



"The key factors which drive success in my role as a Regional Account Manager across the diverse African & Middle East region is education, cultural awareness and mentorship. Investing time in elevating and up-skilling colleagues helps equip them to achieve greater success in their markets and developing strong and long lasting customer relationships."

Julianne Barker
Regional Account Manager /Africa
Middle East (Pfizer)
BCD Travel | South Africa



A better world

What we do

The Haiti Project: BCD Travel and the John and Marine van Vlissingen Foundation partnered with the non-profit Great Commission Alliance to launch the Haiti Project in 2012. Our mission was to fund the construction and operation of the BCD School of Hope in the town of Mirebalais, Haiti, offering 500 underprivileged children the opportunity of receiving an education and the promise of a bright future. In early 2015, we were forced to suspend our support to the BCD School of Hope in Mirebalais following the aftermath of a paramilitary land invasion. Sadly, we were not able to return to the same school to continue our efforts at that location.



Making a Difference: grass-roots level programs that make a direct impact in the lives of children and reinforces the charitable instincts of BCD Group's employees across the globe. Says John Fenterner van Vlissingen, Chairman and founder of BCD Group: *"Making a difference that can be felt by children living on all continents requires vision on both a global and local level. We are delighted to invite our company's staff from all corners of the globe to help improve the world for children. As an organization, we are dedicated to being an agent of positive change and truly benefiting children."*



BCD Travel Foundation: In 2015 we created the BCD Travel Foundation, whose mission is to improve the lives of children. The foundation is the "giving arm" for all of our charitable efforts. It acts as a general fund into which all of us can channel proceeds from individual and broader charitable activities. We can track what we're doing around the company to help kids and communities. We have greater visibility into what we raise and can be more efficient in supporting the efforts that are close to our hearts.



BCD Travel team members gathering donations at a CSR event in Denmark



A better world

NORAM

BCD Travel US Chicago
Thumbuddy Special

BCD Travel US Memphis
Hope House Day Care

UK / IE

BCD Meetings & Events U.K.
The Link Foundation

BCD Travel U.K.
Zoe's Place Baby Hospice
A Smile for a Child

EMEA

BCD Travel Belgium
Bednet

BCD Travel France
Rêves

BCD Travel Germany
Städtisches Kinderheim
Aschaffenburg
Kids To Life
FRÜZ
Mädchencafé

BCD Travel Israel
Natal

BCD Travel Luxembourg
Caritas

BCD Travel Netherlands
Kidzbase

BCD Travel Russia
Books for blind children

LATAM

BCD Travel Argentina
Tu Amigo Invisible en el Chaco

BCD Travel Chile
Minga Foundation

BCD Travel Costa Rica
Asociacion Proyecto Daniel Pro
Ayuda a Jovenes
Con Cancer y Otras Enfermedades
Cronicas

BCD Travel Mexico
Fundacion Camino a Casa, A.C.

BCD Travel Nicaragua
Asociacion de Padres de ninos y
jovenes diabeticos de Nicaragua

BCD Travel Venezuela
La Estrella de Birongo

APAC

BCD Travel Singapore
Jamiyah Children's Home



A better world

Growth and Emerging Markets: our partner network currently numbers over 81 agencies around the world, each with an exclusive contract to use the BCD Travel brand in their markets. Partners integrate as closely as possible and ensure that our clients receive a seamless service throughout the world, whether they are in Eastern and Central Europe, the Middle East, Africa, Asia Pacific, Latin America or the Caribbean.

To deliver this service and ensure that standards are maintained and constantly improved, the main focus of the partner operations is on training, introducing new technologies and products, and streamlining processes so that the agencies can generate efficiencies and cost savings, which can then be passed on to their clients.

Activities in 2015

EMEA:

- We continue to look for new opportunities to expand our presence in the region. As we unfortunately lost two partners in Africa in 2015, we are working to bring alternate partnerships in the region.
- Continuing implementation of Global IT Strategy additional modules

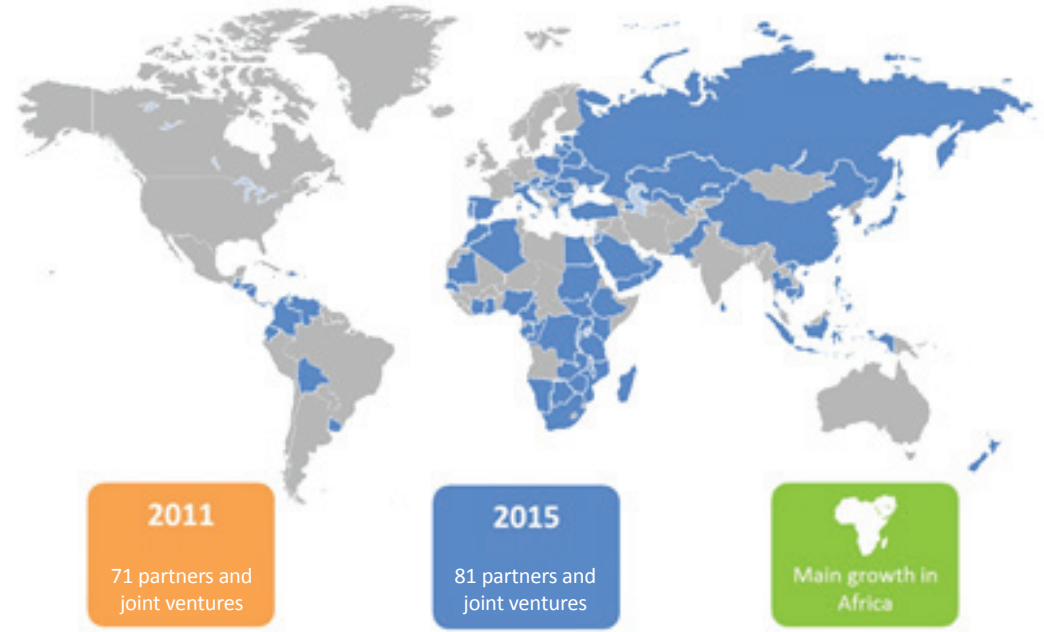
Latin America:

- Strong year of growth and retention for the region, exceeded sales goal by 137%
- Implemented 225 customers in 18 countries.
- Partner engagement is excellent with a focus on standardization of operations procedures and implementation of TripSource
- New managing director assumed management of LATAM region



“As a school-leaver, I wanted to work in the travel industry to encounter new countries, cultures, languages and religions. In my role at BCD Travel, I am fortunate to be able to fulfill this every day working with peers and colleagues across the globe in an organization that supports and encourages mutual respect and understanding of a multi-cultural environment.”

Melanie Ackers
Regional Account Manager /EMEA
APAC Lead (Pfizer)
BCD Travel | UK





A better world

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

We're committed to a healthy and sustainable environment, by establishing policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations.

Our operations reflect our focus on recycling, conserving resources and preventing pollution. And our facilities planning and processes take into account environmental considerations like energy consumption, commuting emissions and efficient use of office space.

We're dedicated to providing products and services that promote environmentally sound travel practices, minimize waste and reduce harmful emissions to the air, water and land. Our Supplier Code of Conduct encourages our business partners to adopt practices aligned with our environmental principles, ethical business practices, human rights and labor practices.

In addition, we regularly conduct formal reviews to make sure our activities comply with environmental regulations and internal practices. We've always been a company that builds for the next generations. And for those generations, we have a duty to appreciate, manage and protect the resources we're fortunate enough to have. 'Green' isn't shorthand for saving trees. It's a way of life.

Our **WORLD** principle also supports the United Nations Global Compact principles of Environment (7, 8 and 9). Our other CSR executive sponsor for this principle in the area of environment, heads our relationship with suppliers at a global level, overseeing the requirements stated in the UN principles.

Rose Stratford
Executive Vice President
Global Supplier Relations
& Strategic Sourcing





A better world

Our systems

The following systems and procedures ensure that our commitment to environmental issues is addressed:

Our comprehensive Corporate Social Responsibility initiatives focus on sustainability to evaluate and reduce the environmental impact of travel activities and accountability to improve traveler well-being and security and promote ethical business standards throughout their travel supply chain and stakeholder network.

Our carbon emission tracker calculates emissions produced by air travel and reports on this information at company, departmental and individual traveler levels. The tool is incorporated into our information management solution, DecisionSource, which provides intelligence to targeted audiences throughout the travel and reimbursement lifecycle. DecisionSource calculates emissions in accordance with the methodologies of both the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and DEFRA (the United Kingdom's Department for Environment, Food and Rural Affairs). We offer two credible, transparent and consistent structures to provide our customers with maximum flexibility in integrating business travel emission reporting with their broader internal CSR initiatives.

Carbon off-setting can help compensate for the environmental impact of travel programs by allocating funds commensurate with the emissions produced through business travel. That money is then invested in climate protection projects that generate emission-free energy, reduce demand for energy or absorb emissions that have already occurred. BCD Travel's global carbon off-setting partner, Atmosfair, conforms to the Gold Standard for emissions calculation, project selection and funds allocation.

Our consulting arm, Advito, provides a range of consultative services to diagnose and improve travel program environmental and social impacts, including:

- **Responsible travel program diagnostic:** to help travel and procurement managers determine the contribution their program makes to the company's overall CSR program and help to achieve the right balance of traditional travel management and CSR objectives.
- **Corporate Social Responsibility travel strategy workshop:** to help clarify corporate requirements and stakeholder expectations and constraints for sustainable and accountable travel management through single or multiple stakeholder workshops.
- **Travel avoidance program:** to help customers to successfully implement trip avoidance programs through an integrated approach that considers all key stakeholder requirements.
- **Sustainable and accountable travel procurement:** to design and manage supplier Request for Proposals (RFPs) that are aligned with the organization's sustainable and accountable procurement principles.
- **Meeting location optimization:** to address the environmental impact of meetings through sustainable sourcing, 'environmental housekeeping' and a total trip perspective.
- **Off-setting advisory:** to provide the customized advice needed to address the key questions on carbon off-set partner selection and implementation.
- **Travel risk management consulting:** to help to assess exposure to travel-related safety and security risks and recommend changes to operational programs, travel security initiatives and risk management providers.



A better world

What we do

Paperless (or almost) processes: North America offices maintain a listing of processes that have become paperless. In years past, most of our business was very paper intensive and we continually work to reduce paper and automate or go online with our processes: online new hire portal, annual open enrolment for benefits and online pay stubs for direct deposit.

Pay slips in the UK are now available online, accessible to employees via their own login. This new process saves paper, time and postage.

Travel Operations continues to remove paper from all processes and is implementing a tracking process for each office to calculate the number of trees saved per year by eliminating ticket stock, ticket jackets, invoice/itineraries, bills /invoices and record keeping of commissions.

BCD Travel offices continue to increase the number of employees working from home: 63% in the U.S. and 60% in Canada. This saves gasoline and CO2 emissions as well as time and provides a better work-life balance. Additionally, this adds flexibility to supporting the needs of the business or disaster recovery and also reduces office space (sq. ft) costs/CO2 emissions.

19%
UK

9%
EMEA

40%
M&E
globally

Our processes, systems and activities detailed above enable a greater understanding of environmental liabilities linked to business travel among our employees and clients. The steps we have taken count towards reducing the carbon footprint of our travelers and educating our community at large on being more environmentally responsible.

All of our offices in Germany and the Netherlands are certified to the environmental management standard ISO 14001:2009. A surveillance audit of both these countries took place in Q1 2015, certification is valid until 2017. BCD Travel UK's office also achieved ISO 14001 re-certification in October 2015.

An ISO 14001 surveillance audit was carried out in our Atlanta Headquarters in June 2015 with the current certification valid until 2016. The ISO 14001 certification of our Dallas office was completed in Q4 2015.

BCD Travel Germany increased their share of environmentally friendly office materials to 46% in 2015. The Netherlands also maintained their share of 36%.

99% of all paper purchased in the Netherlands and Germany in 2015 was environmentally friendly.

Total paper consumption was reduced by 7% in Germany and 21% in the Netherlands.



A better world

Eleven office facilities in the US are now Energy Star certified which means that they meet the strict energy performance standards defined by the EPA (Environmental Protection Agency). Energy Star rated buildings use less energy, are less expensive to operate and cause fewer greenhouse gas emissions. Three office facilities are LEED certified.

Square footage of office space has declined in the U.S. and Canada by 46% since 2009.

Travel itineraries contain CO2 emission statements for air, car, rail and hotel segments.

With the move to a smaller location in Paris, the number of employees working from home has increased resulting in reduced CO2 emissions due to travel.

A global initiative to set a baseline for our carbon footprint for electricity and energy consumption was introduced in Q3 2015.

A green tracking sheet was implemented in Q2 to track all environmental initiatives. Updates are provided in our CSR quarterly reports.

The Green Brigade in Mexico continues with their car-pooling project through their local intranet. Employees can register to share their car or to match up with other employees to share the ride to the office, thus reducing CO2 emissions.

"I joined the BCD Travel Emergency Service Team about 6 months ago. Thanks to the innovation, technology and vision of the company, I perform my job from home. I can save valuable time by not having to drive to an office and I feel more motivated than ever to provide the best service. But especially, this shift allows me to spend more precious time with my teenage daughter. I can fully enjoy the different facets of each of my children and be present in their lives while I work. This opportunity has brought me many blessings."



Esperanza Zapata
Emergency Service Team
BCD Travel | Mexico



A better world

In 2014 we launched “Green Computing” efforts within the IT department. Commonly referred to as “Green IT”, this global effort is being implemented to address the environmental impact of rising CO2 emissions as a result of increasing computing demands for business operations. The Green IT concept is based around the premise of addressing CO2 emissions through the deployment of the Green Action Plan. Each Green Action Plan is designed to address CO2 reduction through process and technology. The status of each initiative is listed in the table below:

Action	Status
Energy efficient desktops with ENERGY STAR ratings	Implemented
Energy efficient monitors with ENERGY STAR ratings	Implemented
Power management – desktop, monitors and printers	Implemented
Efficient cooling systems within the data centers	Implemented
Physical infrastructure management systems within data centers	Implemented
Air-flow dynamics management within data centers	Implemented
Virtualization expansion beyond server and desktop to include storage, network, and application virtualization	Implemented
Expansion of e-waste & IT asset recycling efforts	Implemented
Expansion of telecommuting efforts	Ongoing

Deployment of these Green Action plans will reduce IT’s CO2 emissions, reduce waste, improve employee productivity, and lower IT’s operational costs.

Our monitors and printers are configured to enter standby mode when not in use. This reduces the amount of energy used by the devices. Desktops and laptops are configured with standard energy saving settings that determine their energy consumption based on device usage. When not in use, the devices will enter standby mode reducing their energy consumption significantly.

We have deployed storage solutions that leverage virtualization technology in the management and allocation of storage. This technology provides more efficient usage of storage disk and reduction of wasted or used space. Additionally, our usage of application virtualization has increased allowing for increased deployment of virtual desktops based on business needs.



Earth Day / Earth Hour / World Environment Day: BCD Travel carried out a number of activities in support of Earth Day on April 22nd, Earth Hour on March 28th and World Environment Day on June 5th. These activities included planting trees and vegetables, collecting batteries, mobiles and electronics for recycling, grow cards, recycling plastic, shut down of all unnecessary electricity, implementation of trash separation and collection.



BCD Travel employees participate in ‘Hug A Tree’



A better world

Paperless documentation: BCD Travel produces screen friendly documents that are easy to read and navigate avoiding the need to print them out. This not only helps us reduce our paper consumption but also that of our customers and suppliers.

Energy saving: more offices are adopting tighter policies on energy efficiency. The goals include opening windows to allow sunlight, switching off lights during lunch hours, optimizing energy settings in computers, using power strips, using compact fluorescent light bulbs.

In accordance with EU law, BCD Travel perform energy audits in some qualifying countries. A set of mandatory measures were provided by the Energy Efficiency Directive in 2012 with the purpose of meeting the EU goal of a 20% energy efficiency target by 2020. All EU countries are required to use energy in a more efficient manner and all business are expected to comply with this ruling by conducting energy consumption audits to help them identify ways to reduce it..

BCD Travel completed an energy audit based on the DIN EN 16247 norm in the UK and Germany in 2015. Audits in other qualifying countries are slated for Q1/Q2 2016.

The COP21 Paris Agreement requires global greenhouse gas (GHG) emissions to reduce to net zero well before the end of the century. With supply chains responsible for up to four times the GHGs of a company's direct operations, they house sizable regulatory risk but also present ample opportunity for businesses to lower emissions. BCD Travel contributes to this initiative by participating annually in the Carbon Disclosure Project (CDP).

"Green ICT is more than a concept at BCD Travel, it's deeply embedded into our operational framework. Our deployment of environmental friendly technologies, systems, and processes all contribute to our effort of reducing CO2 emissions, power consumption and electronic waste. To date our efforts have yielded the benefits equating to eliminating 1,565 cars off the highway and the planting of 27,677 trees."

Reggie McNeill, SVP, Infrastructure & Communications Technology
BCD Travel | U.S.A.





A better world

The Benelux countries and France have a heart for the environment and for employees. BCD Travel contributes to employees' well-being and promotes public transportation and bicycles as an alternative to gas guzzling cars for commuters.

Country	Public transportation	Bicycle
Belgium	Employees in Belgium who use public transportation (train, bus, tram, metro) to commute to work are fully subsidized. This includes all employees in any of the three locations or implants.	
The Netherlands	BCD Travel reimburses the costs of commuting, based on public transport, second class. Commuting is understood to mean travelling between the Employee's home address and the BCD Travel head office in Utrecht.	To contribute to employees' well-being and to a healthy environment, employees with > 1 year of service may apply for a bike to be used to commute to work.
France	BCD Travel reimburses 50% of the transportation price (train, subway) regardless of the zone, at all 3 locations in France.	BCD Travel reimburses the full annual subscription for bicycle rentals (VELIB) in Paris.
Belgium	Employees in Belgium who use public transportation (train, bus, tram, metro) to commute to work are fully subsidized. This includes all employees in any of the three locations or implants.	

Costa Rica's ongoing composting project.

Estimated Figures for 2015:		
Organic waste average per person	0.74	Kg
Population (number of employees)	140	People
Days of operation	261	Days
Total Organic waste generated	27185.76	Kg
Total fertilizer generated	8155.728	Kg





A better **business**

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Our world is ever more connected and transparent. And that places a premium on honest and respectful conduct. Today, how we do what we do determines whether or not we survive and thrive.

BCD Travel employees follow a comprehensive model of conduct that ensures transparency and dependability in our business transactions. No employee can hold any interest (financial or otherwise) or be actively involved in any activity, business or organization that might constitute a conflict of interest with our company. And employees may not select a vendor for any reason other than its ability to fulfill our company needs. Information learned during employment with us cannot be used for personal gain and employees know they cannot share confidential information with anyone (family or otherwise) who is not employed by us.

We deliver what we promise, and only promise what we can deliver. We maintain accounts and records and prepare financial reports in a way that conforms with our own policies and applicable laws. Only the highest legal and moral standards are observed in our business relationships, confirming our sound reputation as a solid and unwavering partner.

Stephan Baars
Global Chief Financial Officer

Our **BUSINESS** principle supports the United Nations Global Compact principle of Anti-corruption (10). One of our CSR executive sponsors for this principle, in the area of ethical business practices, is our global CFO who oversees the requirements stated in the UN principles.





A better **business**

Our systems

The following systems and procedures ensure that our commitment to anti-corruption issues is addressed:

Our stance on anti-corruption is clearly stated within our CSR Principles, which has been distributed to all employees across the globe and available for download on our Web site.

In late 2014 we introduced our Code of Conduct to all employees. The Code of Conduct sets forth the standards by which we, as a collective organization and as individuals, should act and provides an ethical and legal framework for our day-to-day activities. A strong message against corruption is included in the Code. Our Non-Compliance Reporting Policy provides guidelines on bringing any potential misconduct to management's attention.

BCD Travel suppliers and sub-contractors are encouraged to sign up to the Code of Conduct for Suppliers and Sub-contractors, which stipulates that: "Corruption and bribery are recognized as some of the barriers for sustainable development. BCD Travel does not accept these practices and does not, therefore, offer or accept any kind of undue payment. BCD Travel expects suppliers to act the same way."



"What strikes me with a consultancy like Advito is the strong will to always be tough, but fair. As consultants, our daily business is with the chains. We need to find a balance between being close enough to capture information, but not too close as to compromise our client's best interest. I value these skills passed on to me by my management"

Fatiah Belhout
Senior Consultant
Advito | France



A better business

What we do

We understand that anti-corruption issues may be larger in some markets than others, so we encourage local initiatives to help employees understand the broader issues and ensure all forms of corruption and bribery are prevented.

In 2014 we requested suppliers globally to sign up to our Code of Conduct for Suppliers and Sub-contractors. We have also requested our Partners in our global Partner Networks to sign the Code of Conduct. To date 85% have signed and returned the document.

The internal Global Group Policies document includes, among others, BCD Travel's policies on corruption, bribery and conflict of interest. This document is updated on a regular basis and communicated to all employees globally.

The Code of Conduct and Non-Compliance Reporting Policy were rolled out in late 2014.

All employees were required to participate in a mandatory Code of Conduct training which provides specific training on identifying corruption and how to report non-compliance to the Code. The participation rate reached 95%. Annual Code of Conduct training will be mandatory for all employees globally.





A better **business**

A compliance e-mail account was setup and is monitored by the global functions Internal Audit and Legal. In addition, we setup the independently operated BCD Travel SpeakUp System which offers our employees the opportunity to anonymously report any misconduct. All incidents reported are investigated and the results are reviewed by a designated member of the BCD Travel Board responsible for Compliance.

The global internal audit team also partners, upon request, with the compliance and ethics departments of our clients to promote ethical business practices beyond companies' and industries' boundaries.

We have included the three training modules Code of Conduct, Non-Compliance Reporting Policy and SpeakUp System as last resort reporting tool into our Compass Program, which ensures all new employees are trained as they join BCD Travel.

We have implemented the Code of Conduct, the Non-Compliance Reporting Policy and the Speak-Up System in all majority owned countries. Any ethical concerns can be raised by every employee via all available communication channels (1) the manager (in line with our open door policy), (2) the compliance email account (compliance@bcdtravel.com) or (3) anonymously (and in the respective native language) via the SpeakUp System. As BCD Travel has completed in 2015 the first full year with its new Compliance Program across all

its majority-owned entities it is evaluating rolling-out the program to all minority-owned entities and partners.

We have further improved our cross-functional approach in preventing and detecting fraud. External fraud attempts are reported to our fraud email account (fraud@bcdtravel.com). Fraud warnings are immediately drafted/ issued using various communication tools and specifically designed communication lists.

In line with our ZERO tolerance stance against fraud we investigate all reported misconduct and take decisive, if necessary, including legal actions towards any internal or external party.

EcoVadis, the assessor providing supplier sustainability Ratings for global supply chains has rated BCD Travel in the top 7 % of suppliers in its category and top 12 % of all suppliers. In the Fair Business Practices Section BCD Travel was ranked in the top 2 %.



We are continuously working with the Risk Services Practice of one of the big 6 global audit firms to further improve our Compliance Program.

In the UK a specific training course on anti-corruption and the Bribery Act 2010 was made available to all staff. 71% of all employees participated in the training up to the end of 2015. New sessions of the course will be released in Q1 2016 to ensure that all remaining employees can participate.



A better **business**

We place a high value on information security—not just because it’s a competitive differentiator—but also because it demonstrates corporate stewardship of the data entrusted to us by our customers and employees. The information that travels over our computer networks is treated as our own corporate asset. We prohibit unauthorized access, disclosure, duplication, modification, diversion, destruction, loss, misuse or theft of this information. Third-party information that’s been entrusted to us is protected in a manner consistent with its sensitivity as well as in accordance with all applicable agreements.

Our computers, mobile devices and other information storage devices are protected with appropriate information security policies, procedures and technologies. Our information security measures apply regardless of the media on which information is stored: paper, electronic, local, cloud; regardless of the systems that process it: personal computers, voicemail systems; and regardless of the methods by which it’s moved: email, telephone, face-to-face conversation. We also protect information in a way that’s consistent with its classification, such as whether it’s need-to-know or internal only.

Compliance requirements are set in accordance with industry, international standard, legislative and client expectations. In addition, we regularly perform audits (including ISO 9001, ISO 27001 and Payment Card Industry Data Protection Standard (PCI)) to make sure we comply with best practices, industry regulations and legal obligations.

Our **BUSINESS** principle also supports the United Nations Global Compact principles of Human Rights 1 and 2 in regards to information security and data protection. One of our CSR executive sponsors for this principle heads global technology and oversees the requirements stated in the UN principles.

Russ Howell
Executive Vice President
Global Technology





A better **business**

Our systems

The following systems and procedures ensure that our commitment to human rights is addressed:

The Corporate Security Governance Committee includes management from human resources, legal, operations, finance, information technology, internal audit, industry relations and security management, to review the security program periodically and ensure that it continues to meet the security needs of the business and our customers.

We have taken extensive measures to protect corporate and customer data and information from loss, manipulation unauthorized access and falsification, by complying with legal provisions and by adopting international security standards such as ISO 27000 series and PCI DSS into its global security standards.

Certified Security Professionals with cutting-edge technical expertise and professional designations such as Certified Information Security Manager (CISM), Certified Information System Security Professional (CISSP), Holistic Information Security Practitioner (HISP), Certified in Risk and Information Control (CRISC) and Certified Information Systems Auditor (CISA), are dedicated to protecting assets in our care.

Information protection is part of our operations and business alignment, led by steering and advisory committees and applying risk assessments.



“In a world that tends to see data as a form of currency, BCD Travel respects the validity, security, and integrity of a client’s data. Through a variety of strict processes and well-maintained IT ecosystems, BCD Travel strives to protect and secure all client data once it passes into our care. Whether we’re talking about card or reservation data, controls and prompt attention to privacy and data are seen within every aspect of our business processes and channels.”

Tyler Wolf

Account Executive Global CDS PAC
BCD Travel | U.S.A.



A better business

What we do

Our data centers ensure that customer data remains secure while stored on BCD Travel production information systems. We maintain certification to the internationally recognized standard Information Security Management ISO 27001:2005 which provides a framework for best practices in the management of information security. We use encryption or other compensating controls to secure data during collection, transit and storage.

We have successfully completed PCI Merchant compliance efforts in Germany, Australia, Singapore, India, Switzerland, United Kingdom, Czech Republic, Canada and the United States.

We incorporate cutting-edge technologies into our network and systems to protect personal data. This includes, among other tools, endpoint protection, intrusion detection, web and e-mail filtering and protection and data loss prevention.

We successfully completed the ISO 9001:2008 surveillance audit, ISO 27001:2005 recertification audit and the SSAE16 audit report for 2015.

Over 12,000 BCD Travel employees received our online security awareness training in 2015. Along with this annual training, BCD Travel employees receive security updates via bulletin and Salesforce alerts, intranet communications and security-related articles in our quarterly internal magazine focus.

Over 2,000 employees globally participated in our October Cybersecurity Awareness Week. This effort aligns with the Anniversary of National Cyber Security Month hosted annually in the U.S. by the National Cyber Security Alliance.

Improving Fraud Management. Continuing to develop fraud awareness training videos in cooperation with Marketing, Internal Audit, Performance solutions and BCD travel academy. Expected completion is late Q1 2016.

Annual review of the Global Information Security Policy and Global Information Security Standard manuals.





Further **information**

About BCD Travel

BCD Travel helps companies make the most of what they spend on travel. For travelers, this means keeping them safe and productive, and equipping them to make good choices on the road. For travel and procurement managers, it means advising them on how to grow the value of their travel program. In short, we help our clients travel smart and achieve more. We make this happen in over 100 countries, with more than 12,000 creative, committed and experienced people. And it's how we maintain an industry-leading client-retention rate of 97%, with 2015 sales of US\$23.8 billion. For more information, visit www.bcdtravel.com

About BCD Group

BCD Group is a market leader in the travel industry. The privately owned company was founded in 1975 by John Fentener van Vlissingen and consists of BCD Travel (global corporate travel management), Travix (online travel: CheapTickets, Vliegwinkel, BudgetAir, Flugladen and Vayama), Park 'N Fly (off-airport parking) and joint ventures Parkmobile International (mobile parking applications) and AERTrade International (consolidating and fulfillment). BCD Group employs over 12,500 people and operates in more than 100 countries with total sales of US\$ 25.6 billion, including US\$ 10 billion in partner sales. For more information, visit www.bcdgroup.com.



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