BCD travel
CSR
2017
Corporate Social Responsibility
Annual Report

Our 2017 Corporate Social Responsibility Report summarizes all activities, procedures and achievements for the calendar year 2016 and covers BCD Travel's wholly owned countries and its operating units Advito and BCD M&E. It aligns with the 10 principles of the United Nations Global Compact and with GRI G4–Core guidelines. References to both are indicated in each section of the report. A comprehensive GRI report can be found here.

For more information on BCD Travel's corporate social responsibility initiatives, please visit our web site under www.bcdtravel.com.

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Leadership Perspective

A message from **John Snyder**, President and CEO and **Kathy Jackson**, Executive vice president of global account management and executive chair of corporate social responsibility.

It is with great pride and purpose that we once again stand in support of the United Nations Global Compact in its goal of achieving global human rights, ethical labor practices, sustainable environmental footprints and an end to corruption. Since our founding, we have adhered to a core set of principles—guided by a vision that seeks to build trust and driven by a mission that places a premium on helping people.

Our support for the principles of the U.N. Global Compact is tied to our very nature as a global organization. The corporate travel industry relies on quality service provided by experienced, well-trained people. While advances in agent technologies and self-service platforms continue to improve efficiency, those things will never negate the need for human interaction. Consequently, our carefully plotted Strategic Direction provides our 13,000 employees globally with a clear map for business success achieved through a commitment to human and social value.

We want to create an environment that encourages and enables our people to develop to their fullest potential. And we turn the same energy and values toward making a difference in the lives of our customers and communities. Our CSR program and its principles help guide our contributions to:

John Snyder

President and chief executive officer

Kathy Jackson

Executive vice president of global account management and executive chair of corporate social responsibility

A better **workplace**

A better **world**

A better **business**

Our annual corporate social responsibility report has been constructed in accordance with the Global Reporting Initiative (GRI), an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues. The GRI G4 reporting framework combines different codes and norms for sustainability and has helped us to set goals, measure our performance, and manage change in order to make our business activities more sustainable. The report summarizes our commitment to and major accomplishments supporting customers, employees, communities and the environment over the past year.

Here are some of our highlights:

1. **Corporate Social Responsibility:** BCD Travel earned the EcoVadis Gold Rating, placing us in the top 2% of all suppliers.
2. **Governance & Business Ethics:** We developed and implemented ethics controls customized to our global operations in our ongoing efforts to preserve our culture of integrity for business conduct, supplier sustainability and procurement, anti-bribery and corruption, and data protection.
3. **Health & Safety:** The health and wellbeing of our staff remains a top priority. We implemented OHSAS 18001:2007 in 26 markets where we operate wholly owned operations, allowing us to manage occupational health and safety concerns for our employees.
4. **Environment:** We implemented ISO 14001 in wholly owned markets that are not already ISO 14001 certified.
5. **Supplier Sustainability:** We work with our partners, ensuring that their social, ethical and environmental initiatives align with our own sustainability goals and objectives and use EcoVadis to assess their performance.
6. **Service Performance:** Our consulting arm, Advito, provides a range of services to diagnose and improve the environmental and social impact of our clients' travel programs.
7. **Global Energy Saving Program:** We are working to reduce our carbon emissions, energy use, water use and landfill waste from a 2016 baseline, actively decreasing our environmental footprint and our operating costs.
8. **Workplace Practices:** We exceeded employee attrition targets, while fostering a culture of diversity and inclusion that celebrates our different backgrounds, varied experiences and unique points of view.

In 2016, our sustainability efforts were rewarded with the prestigious EcoVadis Gold rating. We became the first travel management company to earn top recognition and we're proud of our achievement. It confirms not only our commitment to CSR but also to our continued improvement in this area. Our increased sustainability performance levels resulted in a reduced environmental footprint, improved corporate health and safety, more effective supplier partnerships and enhanced ethical conduct controls.

In partnership with the GBTA Foundation, we launched two newly updated and completely revamped global resources: the Sustainability in Travel Self-Assessment Tool and the Managed Travel Index® (MTI®). We are very proud to have been part of such important and wide-ranging projects. This brings new ideas and experiences to the company and provides great industry insights for the common good of our clients.

Investment in a better world begins with the individual. So we continue to encourage our employees' efforts to improve their local communities through social investment and charitable activities. We also use our passion for helping others to brighten the future for people around the world. In 2016, the BCD Travel Foundation raised and distributed funds to improve children's lives in poor communities, with a special focus on L'Ecole de Choix in Haiti.

Why should a privately held for-profit business put so much energy into corporate social responsibility? For one, because companies prefer doing business with other companies that share their values, and the best employees like to join organizations that have a clear vision and commitment to corporate social responsibility.

For another, it's simply the right thing to do. As a successful global service company, we engage every day with hundreds of thousands of people around the globe. We're empowered to help change our communities and the world for the better. We can help end human rights abuses, corruption, environmental destruction and persistent poverty. And we can't wait for other like-minded people and companies to join us.

Section 2

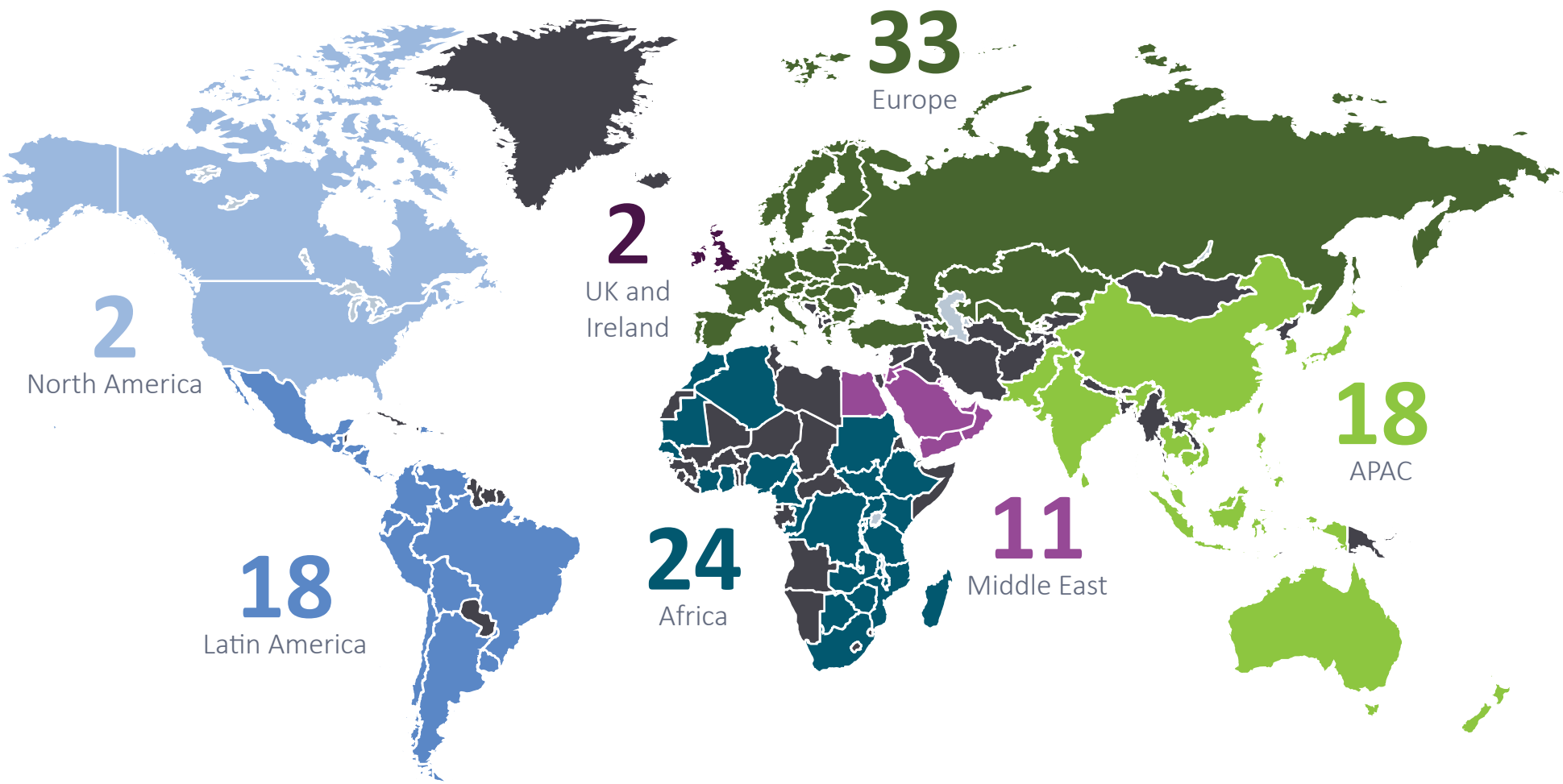
Our Company

About BCD Travel

BCD Travel helps companies make the most of their travel spend. 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 108 countries with more than 13,000 creative, committed and experienced people. And we maintain the industry's most consistent client retention rate (95% over the past 10 years), with 2016 sales of US$24.6 billion.

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 13,000 people and operates in 100+ countries with total sales of US$25.4 billion, including US$10 billion partner sales.



Global presence

Operating in 108 countries. 18 countries in Latin America: **Argentina**, Bolivia, **Brazil**, **Chile**, Colombia, **Costa Rica**, Curacao, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, **Mexico**, Nicaragua, Panama, **Peru**, Uruguay, Venezuela. Two countries in North America: **U.S.** and **Canada** (Mexico listed as part of Latin America). 33 countries in Europe: Austria, Azerbaijan, **Belgium**, Bulgaria, Croatia, **Czech Republic**, **Denmark**, Estonia, **Finland**, **France**, **Germany**, Greece, Hungary, Italy, Kazakhstan, Latvia, Lithuania, **Luxembourg**, **Netherlands**, **Norway**, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, **Sweden**, **Switzerland**, Turkey, Ukraine, Uzbekistan.

2 countries in **UK** and **Ireland**: (same). 18 countries in APAC: **Australia**, Bangladesh, Cambodia, **China**, **Hong Kong**, **India**, Indonesia, Japan, Korea (South), Malaysia, New Zealand, Pakistan, Philippines, **Singapore**, Sri Lanka, Taiwan, Thailand, Vietnam. 24 countries in Africa, Algeria, Botswana, Burundi, Cameroon, Dem Republic of Congo, Ethiopia, Ghana, Ivory Coast, Kenya, Madagascar, Mauritania, Mauritius, Morocco, Mozambique, Nigeria, Republic of Congo, Rwanda, Senegal, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe. 11 countries in the Middle East: Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, U.A.E., Yemen.

The countries in bold are our wholly owned countries.

Travel management

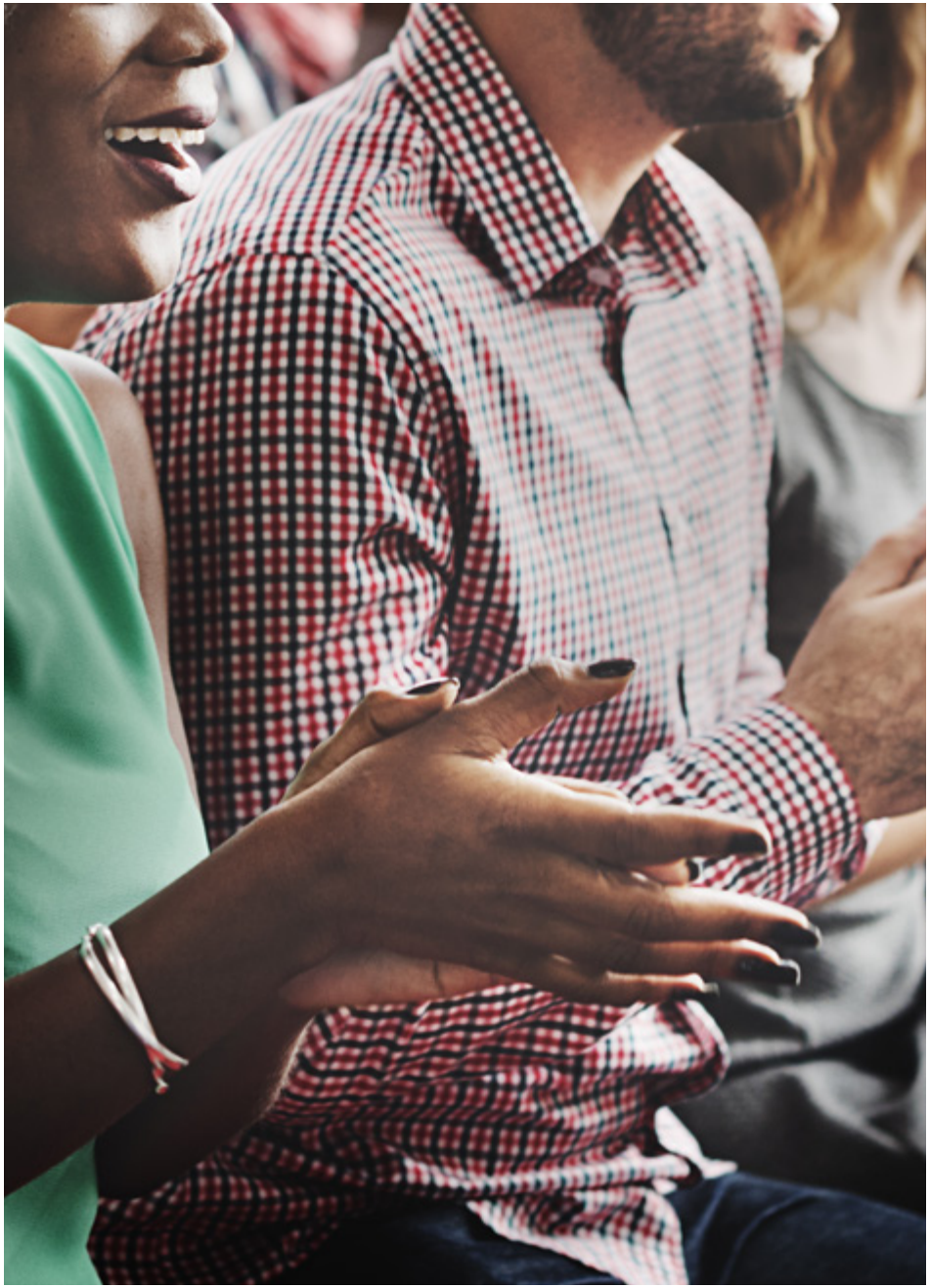
BCD Travel, a privately held company of BCD Group, is the third largest travel management company in the world. Our integrated global technology provides intelligent travel data analysis, helping corporations boost efficiencies and their return on travel investment. Our consistent service delivery help travelers stay satisfied, productive and focused on their business objectives. In addition to traditional and online corporate travel services, BCD Travel provides the following independently managed business operations:

Consulting

Our consulting practice, Advito, helps clients manage the impact of industry dynamics and take control of their program's overall performance. They offer advisory, procurement and outsourcing services for corporate travel sourcing, expense and meetings management, along with RFP development and management; benchmarking and vendor management services.

Meetings management

BCD Meetings & Events (BCD M&E), a sister company of BCD Travel, is a full-service, global meetings and events agency. Their event-to-enterprise approach makes them equally adept at executing conferences and incentives and providing a strategic meetings management (SMM) solution that maximizes cost savings while minimizing risk. BCD M&E recently launched BCD Sports, an independent unit for the sports market, focused on designing and executing athletic experiences for corporate hospitality and coordinating team travel for professional and youth teams and collegiate clients.



Awards & recognition

EcoVadis ranks BCD Travel **"Gold"** for its corporate social responsibility program.

Sustainability Outstanding Achievement Award by GBTA Foundation's Project ICARUS

Belgium's **"Best Business Travel Agency"** at the TM Travel Awards in Belgium

"Bester Arbeitgeber Deutschlands" (best employer in Germany) in a FOCUS news magazine survey

"Travel Management Company of the Year" at the Business Travel & Mobility Conference in the Netherlands

BCD Meetings & Events gets SITE Crystal Award for **"Most Impactful Effort toward Corporate Social Responsibility as Part of an Incentive Program."**

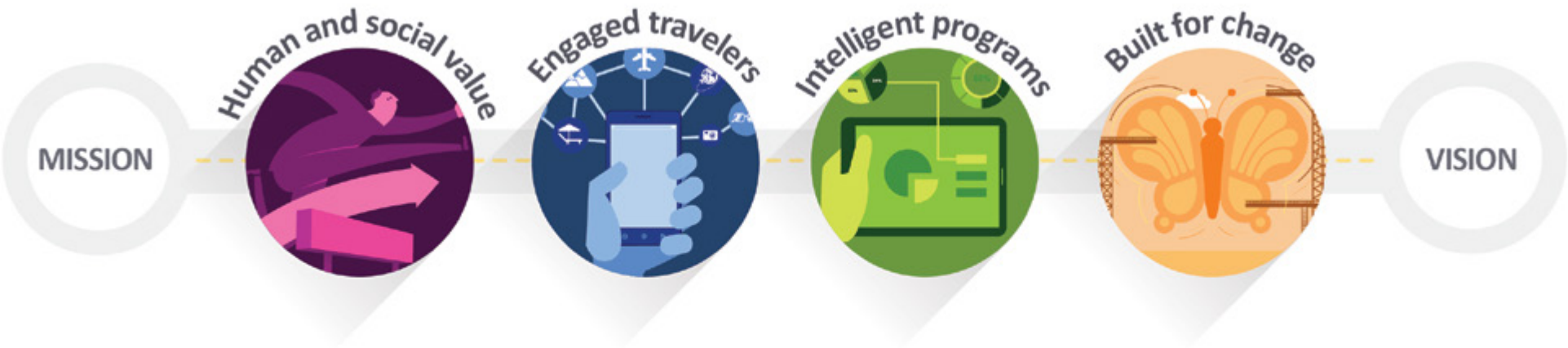
One of **"Top 8 international companies for remote jobs"** by Flexjobs

BCD Travel Luxembourg named **"Best Business Travel Company"** by Travel Magazine.

Section 3

Our Approach

Our mission is to help our customers travel smart and achieve more. **Our vision** is to be the world's most trusted and creative travel management company. As we grow and change, our company's evolution is rooted in four key development areas:



Our Strategic Direction

Human and social value
We want to create an environment that encourages and enables our people to develop to their fullest potential. And we turn the same energy and values toward making a difference in the lives of our customers and communities.

Engaged travelers
Every interaction we have before, during and after the booking process is a chance for us to exceed traveler expectations, with easy and timely access to relevant content and a highly personalized experience. That makes for a happy traveler. But more importantly, it shapes and reinforces good traveler behavior and helps travelers make smart decisions. Engaged travelers can drive significant savings, policy compliance and other business objectives. That's good for the program and good for their company.

Intelligent programs
We drive smart decisions for our customers with business intelligence that engages travelers throughout the trip cycle, influences spend and lets people answer what if? instead of showing just what is.

Built for change
We're showing customers how deep, sustained program change can open new doors in savings, satisfaction and security. And we're building for change in our own structures and processes—in order to be more efficient and deliver even better service.

Sustainability & our business

Our corporate social responsibility program supports our Strategic Direction and is a key component of our sustainability strategy.

It considers the sustainability implications of each of our targets and strategies and is guided by three principles: a better workplace, a better world and a better business. The principles drive how BCD Travel interacts with employees, colleagues, customers and business partners.

WE SUPPORT

UN Global Compact Communication on Progress

BCD Travel has been a signatory to the UN Global Compact since 2008, and continues to support the 10 principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence.

This report outlines our most recent disclosures on our policies and performance on critical global issues BCD Travel remains committed to making progress in each of these areas for the benefit of our employees, customers, suppliers, stakeholders and wider society. We welcome the opportunity to join other like-minded companies in supporting the UN's principles for sustainable development.

Principles of the Global Compact	Supporting Policies
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and **Principle 2:** make sure that they are not complicit in human rights abuses.	CSR Principles Supplier Code of Conduct Modern Slavery Act The Code
Labor	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	HR guidelines and employee handbooks Collective wage agreements Local Works Councils European Works Council Supplier Code of Conduct
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor;	CSR Principles Supplier Code of Conduct
Principle 5: the effective abolition of child labor;	Supplier Code of Conduct The Code
Principle 6: the elimination of discrimination in respect of employment and occupation.	HR guidelines and employee handbooks CSR Principles Equal Employment Opportunity statement Recruitment policy Supplier Code of Conduct
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	CSR Principles Environmental Health and Safety policy Supplier Code of Conduct
Principle 8: undertake initiatives to promote greater environmental responsibility;	EHS policy
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	EHS policy Green IT Action Plan
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Code of Conduct, Non-compliance Reporting Policy, SpeakUp system Supplier Code of Conduct

Governance structure

Our CSR executive committee is comprised of five members from BCD's global executive team and representatives from functions relevant to our CSR initiative. The committee meets four times per year to discuss strategy and to oversee efforts in corporate responsibility, human rights, environmental stewardship, employee health and safety, ethical business practices, information security, community initiatives, diversity and inclusion and equal opportunity. We routinely monitor our internal Code of Conduct and compliance with related laws and regulations.

Specialists from functional teams define, implement and coordinate initiatives that contribute and ensure the success of our CSR and strategic goals.

The global CSR Team and local country coordinators help raise awareness throughout the organization on the issues represented by our CSR principles.

BCD Travel also maintains separate leadership groups dedicated to areas such as operations, risk and compliance, supply chain and environment, health and safety. These groups include leaders with relevant expertise from business segments and functions. They meet periodically to evaluate our progress in implementing our strategies and to evaluate performance goals.

Stakeholder engagement

We actively seek feedback from employees, customers, investors, analysts, community leaders, suppliers, regulators and non-governmental organizations to inform our sustainability agenda and broader business strategy. We conduct periodic employee and client surveys. Their feedback and satisfaction contribute to the success of our long-term strategic goals. We use their input and insights to define or refine existing products and services.

Section 4

Governance, Ethics & Compliance

Strong governance within BCD Travel provides the foundation for building a culture of ethical behavior and minimizing business risk. By acting with integrity, we gain the trust of our customers, business partners and other stakeholders and create a positive impact on society.

Objective	Approach	Results
Continually enhance efforts to uphold high standards and controls for ethical business conduct, compliance and transparency.	Implemented a Code of Conduct for business ethics; Non-Compliance Reporting Policy; and Speak Up system in 2014 at all global locations. Continued aligning our ethical business practices with suppliers and partners. Implemented global ISO 14001 environmental management system. Implemented global OHSAS 18001 occupational health and safety management system.	Ninety-six percent of all employees participated in Code of Conduct training in 2015. Follow-up training sessions were offered in December 2016. Carried out an EcoVadis assessment on 24 partners in 2016 to ensure compliance. Regional rollout started June 2016 and was completed December 2016. Regional rollout started June 2016 and was completed December 2016.
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 global security standards.	Information security is part of our operations and business alignment, led by steering and advisory committees and by applying risk assessments. We incorporate cutting-edge technologies into our network and systems to protect personal data. BCD Travel employs certified security professionals who are dedicated to protecting all assets entrusted to us.	Technology implemented includes, among other tools, endpoint protection, intrusion detection and prevention, web and e-mail filtering and protection, log monitoring and data loss prevention. Certifications include: 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).
Improve fraud management.	Developed a fraud prevention procedure for agents to use during the booking process to avoid fraudulent travel bookings. Developed fraud awareness training videos in cooperation with Marketing, Internal Audit, Performance Solutions and BCD Travel Academy.	New procedures were implemented during 2016 for Belgium, Brazil, France, Germany, Ireland, Luxembourg, the Netherlands, Singapore, Switzerland, the U.K., the U.S., and APAC T24 and EMEA T24 emergency/en route support services. Fraud awareness courses will be offered for 2017.
Improve Ecovadis rating.	Implemented improved reporting metrics of Fair Business Practices initiatives.	Rated in the top 3% in the Fair Business Practices section.

"BCD Travel's Code of Conduct sets forth the standards by which we, as a collective organization and as individuals, should act. It gives an ethical and legal framework for our day-to-day activities and offers guidance for dealing with challenging situations. We are committed to earning recognition as the world's most trusted and creative travel management company. Being a trusted advisor is our most coveted status."

Andreas Decker

Senior vice president, global internal audit

All BCD Travel employees are expected to behave with integrity at all times. We embed accountability for ethical business conduct through corporate policies; employee training; and transparent, stakeholder-focused reporting. To promote good governance throughout the business travel sector value chain, we use our scale, market position and trusted relationships to encourage ethical behavior by our partners.

Governance impacts on sustainable business practices

Bribery and corruption controls

We're trusted by our customers throughout the world. Through a zero-tolerance approach and the active engagement of all employees on anti-corruption policies and practices, we uphold the integrity of the travel industry and help maintain secure societies that enable sustainable development.

Stakeholder engagement

We build relationships with customers, employees, non-governmental groups, and suppliers who seek common ground on sound governance. To foster mutual trust, we rely on these stakeholders to understand and mirror the ethical conduct we expect from our employees in all business challenges and activities.

Responsible sales

We're committed to ensuring that all sales employees carry out their responsibilities in an honest, truthful and ethical manner, whatever the local laws, culture or regulations.

Human rights

We practice due diligence to guard against human rights violations and have expanded corporate policies to set clearer expectations. This is demonstrated in our anti-slavery policy in support of the UK Modern Slavery Act and in the human rights section of our Supplier Code of Conduct. An online human rights training course is available through our global learning system, Knowledge Hub.

We encourage our employees to make use of our open door policy for bringing potential acts of non-compliance to their managers' attention and we offer to our employees the SpeakUp System, operated by an independent supplier, as last resort reporting tool.

Ethics & compliance

Our Code of Conduct and CSR Principles apply to all BCD Travel employees, members of the Executive Board, consultants and other agents when they represent or act on behalf of BCD Travel. They set out clear policies and expectations in areas that include:

- Practicing good citizenship, including support for human rights
- Preventing corruption
- Promoting a positive and safe work environment
- Ensuring transparency in our disclosures
- Avoiding conflicts of interest
- Protecting sensitive information
- Properly using company assets
- Complying with all laws
- Competing fairly
- Considering sustainability in our business dealings

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 website.

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.

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.

We request suppliers and partners globally to sign up to our Code of Conduct for Suppliers and Sub-contractors. To date more than 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.

In third quarter 2016, we established the Group Policy Governance document that defines the drafting and approval process of BCD Travel policies. It also stipulates that our policies are to be reviewed on a regular basis and adapted as indicated. The Group Policy Governance Process defines the method for the creation and implementation of policies and is applicable to all existing and future policy documents.

All employees are 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 96%. Bi-annual Code of Conduct training is mandatory for all employees globally. A refresher training course was rolled out in late 2016.

A compliance e-mail account is monitored by the global functions internal audit and legal group. As previously noted, the independently operated BCD Travel SpeakUp System 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 a last-resort reporting tool into our Compass Program, for all new BCD Travel employees .

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

We have further improved our cross-functional approach in preventing and detecting fraud. xternal 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.

We participate in an annual external assessment of our CSR performance by Ecovadis, the leader in global sustainability ratings.

We are continuously working with the risk services practice of a global audit firm to further improve our compliance program.

In the U.K., a specific training course on anti-corruption and the Bribery Act 2010 was made available to all staff. Seventy-one percent of all employees participated in the training in 2015. New sessions of the course were released in Q1 2016 to ensure that all remaining employees could participate.

Corporate initiatives and policies that support governance and direct employee action:

- **Compliance with anti-corruption laws**
- **Ethics and business conduct**
- **Internal investigations**
- **International trade controls and compliance**
- **CSR Principles**
- **Strategic Direction**
- **Supplier Code of Conduct**
- **Environmental, Health & Safety Manual**
- **UN Global Compact Report – Communication on Progress**

Risk management

BCD Travel's risk assessment process represents the cornerstone of our governance framework. We evaluate risk based on levels of confidentiality, integrity and availability. The risk assessment process outlines our methods for capturing and analyzing risks within our business. Risk assessments consider both our organization-wide strategic, operational, compliance, and reporting requirements, plus those requirements relating to our services, processes, or functions such as supply chain, or regulatory compliance.

The risk assessment is conducted at various levels within BCD Travel as part of our overall Risk Management Program. In 2016 a comprehensive risk assessment with engagement of the 12 members of our global executive team was conducted. A cross-functional project team, with the support of the risk services practice of a global audit firm, developed the risk profile for the travel management companies industry. The global executive team, in line with best practices, will focus on the top 5 risk categories identified via the risk assessment and will decide on how to appropriately address these risks.

BCD Travel has rolled out the following risk mitigation management systems and policies globally:

- ISO 14001 environmental management
- OHSAS 18001 occupational health and safety
- ISO 27001:2013 (data center)
- ISO 9001:2008
- Business Ethics Code of Conduct
- Global Groups policy document
- Global Information Protection Policy
- Privacy policy
- Supplier Code of Conduct

Protecting our organization

The corporate security governance committee

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

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

Information security

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.

Our company, our customers and the world are increasingly connected through, and reliant on, digital infrastructure to support business, expedite efficiency and drive innovation. Secure infrastructure is critical to the smooth and stable functioning of our business.

BCD Travel works to protect the integrity of our employees' personally identifiable information and customers' sensitive data, as well as the intellectual property that supports our business operations and service innovation.

We treat the information traveling over our computer networks like our own corporate assets. We prohibit unauthorized access, disclosure, duplication, modification, diversion, destruction, loss, misuse or theft of this information. 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, e.g., personal computers or voicemail systems; and regardless of the methods by which it's moved, including email, telephone, face-to-face conversation.

We also protect information in a way that's consistent with its classification. Compliance requirements are set in accordance with industry, international standard, legislative and client expectations. We regularly perform audits (including ISO 9001, ISO 27001 and Payment Card Industry Data Protection Standard (PCI)) to to ensure compliance with best practices, industry regulations and legal obligations.

Data protection

The information we manage on behalf of our clients will be appropriately secured to protect against the consequences of breaches of confidentiality, failures of integrity, or interruptions to the availability of that information.

We ensure compliance with data protection laws, and protect the privacy and integrity of all data that we store or process for an individual as a result of one of our operations.

Our data centers secure customer data stored on BCD Travel production information systems. We maintain certification to the internationally recognized standard Information Security Management System (ISMS) ISO 27001:2013 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 completed 2016/2017 PCI DSS merchant certification for the U.S., Canada, Singapore, Australia, India, Belgium, Czech Republic, Denmark, Finland, France, Germany, Luxemburg, Netherlands, Norway, Sweden and Switzerland operations.

We incorporate cutting-edge technologies into our network and systems to protect personal data. This includes, among other tools, endpoint protection, intrusion detection and prevention, web and e-mail filtering and protection, log monitoring and data loss prevention. We successfully completed the ISO 9001:2008 and ISO 27001:2013 surveillance audits and the SSAE16 SOC 1 type 2 audit report for 2016.

Ninety-eight percent of BCD Travel employees participated in our online security awareness training in 2016. Along with this annual training, BCD Travel employees receive security updates via bulletin and Salesforce alerts, intranet communications and security related articles in our internal magazine focus.

We annually review the Global Information Security Policy and Global Information Security Standard manuals.

Business continuity

The objective of our business continuity plan is to restore normal operations as quickly as possible with the least impact on the business, our employees or our clients. Our plans identify a set of actions to address the potential impacts and risks defined in our business impact risk assessment.

Crisis management and disaster recovery

Our crisis management and disaster recovery plan identifies threats to our business, and the methods used by us to deal with these threats. Natural disasters, political unrest and terrorist attacks keep travel risk management among corporate travel professionals' top priorities.

2016 Information security improvements

- Audits and certifications
- Our global security posture
- Credit card security
- Risk management
- Network security
- Global endpoint security
- Email security
- Incident management
- Vulnerability management
- Application security
- Data leakage
- Access management
- Fraud management
- Security metrics, policies, standards and documentation
- Client management
- Security awareness training

We protect our travelers with travel risk & security technology that enables us to monitor our 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.

Our crisis management team monitors risk across the globe, 24 hours a day, seven days a week, generating e-mail alerts to keep travelers informed and aware. In a crisis, our clients can immediately execute plans to assist their impacted travelers.

Section 5

Workplace Practices

We want to create an environment that encourages and enables our people to develop to their fullest potential. And we turn the same energy and values toward making a difference in the lives of our customers and the communities we work in.

Objective	Approach	Results
Foster a high- performance, inclusive culture that develops talent to excel in our organization.	Global Talent Management continued with the CHALLENGE program that identifies and develops candidates who will potentially fulfill future leadership positions at different levels within the organization; the program is designed to strengthen skills and capabilities in four areas of management: self, people, business and results.	More than 365 employees (an increase of 18%) worked for three weeks in other BCD Travel locations, expanding their competencies and gaining experience valuable to their development.
Provide employee training and personal and career development through Knowledge Hub, our online learning management system.	BCD used the Knowledge Hub global talent management system to provide a common platform for learning and completing the online performance appraisal process. The system not only helped measure the value created by an employee towards their assigned tasks and responsibilities, but also identified paths 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.	2,651: Courses provided across the company 146,589: Courses completed by employees 12.09: The average number of courses taken per person 11.93: The average number of training hours per person (an increase of 1.22 hours)
Implement OHSAS 18001 globally across our company to improve and standardize our H&S procedures and processes.	Implement a clearly defined management system to identify and control health and safety risks. OHSAS 18001 is internationally accepted as a method of assessing and auditing occupational health and safety management systems. It provides a best practice framework for BCD Travel to instigate proper and effective management of health and safety in the workplace.	Our OHSAS 18001 management system and processes have been implemented in all 26 wholly owned countries.
Improve employee satisfaction.	Carried out a global bi-annual survey to measure employee satisfaction.	77.8% of the employee base participated in the survey, up by 3,7% from 2014. The company's overall employee satisfaction increased from 79.7% to 83.6%.
Improve EcoVadis rating.	Implemented global tracking of key HR initiatives.	Rated in the top 2% in the Labor Practices and Human Rights section.

"Great work doesn't just happen – we're committed to helping every employee become their "confident self." We demonstrate this through safe, ethical and progressive working practices where our employees achieve personal growth and our business thrives in tandem. All staff are encouraged to have a positive impact in our dealings with others and within our surroundings. Individually, we can all do great things. Working together, we can be remarkable and achieve more widespread results."

Angela Williams

Vice president, human resources

A better workplace

Our company's future depends on the quality, performance and commitment of our workforce. A talented, healthy and engaged employee population drives performance and powers innovation, making it imperative that we continue to attract, develop, motivate and retain employees effectively.

We work to help our people strike a healthy balance between their professional and personal lives, creating a flexible workplace that serves the requirements of both the company and the individual.

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 based on race, color, national origin, ancestry, religion, creed, sexual orientation, disability, marital status, medical condition, and age.

We uphold our duty of care for our employees while they're on the road by providing traveler tracking, crisis and emergency response, and security awareness and education. 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.

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.

Ongoing commitment

We continue to build on existing initiatives that make great people want to stay with us. Job enrichment is key. Our people are already exploring new environments, working with new teams and developing new skills. For example, thanks to programs like CHALLENGE—and to the sheer, everyday motivation of our people—hundreds of employees work on special assignments or projects each year, beyond the scope of their defined role. We'll continue to explore opportunities for employees to gain new experience in their own countries and across borders. And we'll keep recognizing and celebrating their great achievements.

Successful corporate travel programs rely on employees who understand their companies' needs, challenges and culture. We use our competency model to help our people develop their "confident self" and, as a result, become more trusted advisers to clients. By understanding job requirements and skills, we make sure the fit between people and their jobs is just right.

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.

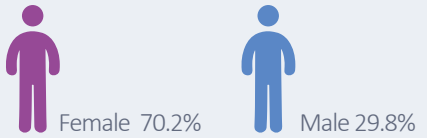
We help people grow through a comprehensive, consistent appraisal process linked to individually tailored development opportunities. To help our people succeed, we expect our managers to devote time and energy to coaching their team members. And, we'll keep emphasizing career progression so people can grow up and through the company. Teams across the company will put renewed focus on our long-term sustainability through succession planning workshops to identify future leaders.

Our frontline agents are the voice of our company. We have a great reputation for service—but customer demands are evolving, and we're upping our game. We align training, technologies and best practices for our operations teams with our growing consumer-focused mentality. The tools we use will improve data quality, reduce manual work for agents and give them more consultative time with their clients. TripSource® Hotels is giving agents access to greater content in a consumer-grade booking environment. The end result: They can be savvy, trusted advisers for every customer they interact with.

Regional headcount & gender

APAC	1,703	**F/M** - 49% / 51%
BCD M&E	984	**F/M** - 83% / 17%
EMEA	3,595	**F/M** - 76% / 24%
LATAM	1,149	**F/M** - 60% / 40%
N. America	3.816	**F/M** - 76% / 24%
UK/IE	712	**F/M** - 62% / 38%

Global gender



Global gender, all employees and levels

Global gender, all VP and above

Global gender, director and above

Global gender, manager and above

Global gender, employees up to manager

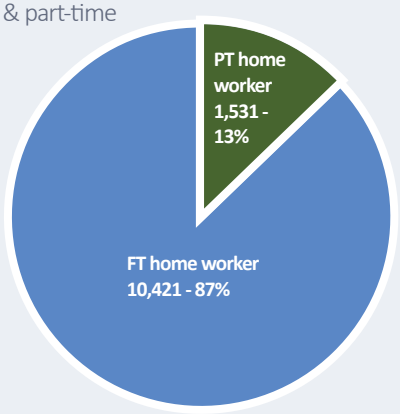
We'll also keep giving people more and better ways to learn. We're striving for customized, individualized approaches that balance practical experience, virtual classrooms, self-guided learning and learning as a group. We know that different people learn in different ways, so we'll continue leveraging this blended learning via Knowledge Hub, boosting the rich and relevant training available across the globe.

As we give exciting opportunities to current employees who want new challenges, we also want to bring aboard new people whose skills enhance our strong base. To drive this effort, we'll continue using newer, social media-driven recruiting channels.

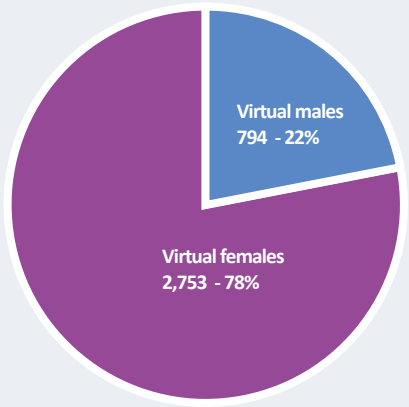
Employees working from home

3,547 (29.7%) employees work from home

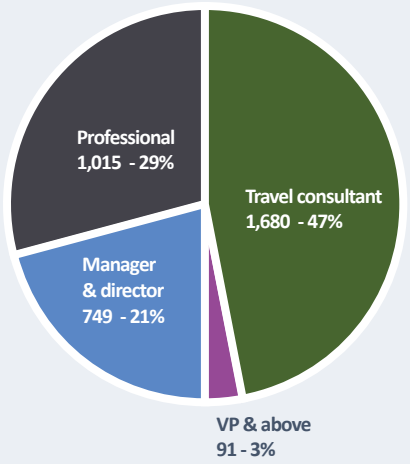
Virtual full-time & part-time



Virtual gender



Positions working virtual



26 OHSAS 18001 compliant countries

Implemented a global health and safety management system across all locations in 2016.

Workplace practices, development and retention

We invest in our talented employees and they invest in our success. We strive to create a culture of inclusion where every employee feels equipped to perform at his or her best.

Workplace safety

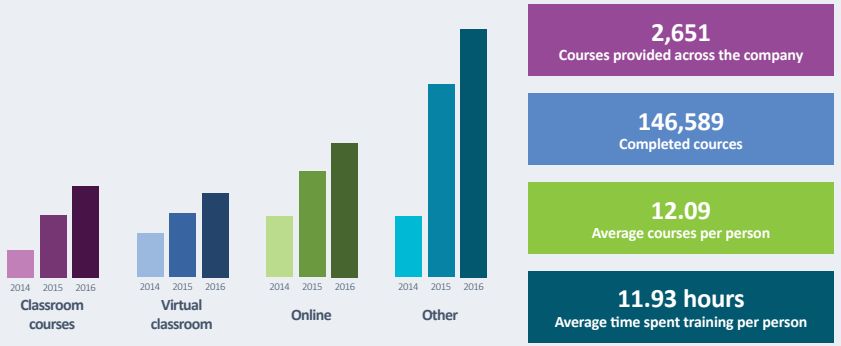
We focus on providing our employees with a safe and healthy work environment. Our goal is to provide an injury-free workplace, and our target zero initiative promotes a global culture where employees embrace a zero injuries mentality.

In our business, corporate policies that direct employee actions and management include:

- Good corporate citizenship and respect for human rights
- Harassment-free workplace
- Safe and respectful workplace free from threats and violence
- Non-discrimination— equal employment opportunities
- Recruitment and hiring
- Drug-free workplace
- Environment, health and safety
- Tobacco- and smoke-free environment

Global training courses provided to employees

Number of courses/content available in each category



Other includes all types of individual learning activities for each competency

Employee feedback

Our global bi-annual employee satisfaction survey was conducted in 2016, with 77.8% of the employee base participating – up by 3.7% from 2014. The increased participation sparked an improvement in all of the 19 categories evaluated.

The company's overall satisfaction jumped from 79.7% to 83.6%, a significant improvement, meeting our enhanced strategic focus on people. A further statement to that is the Engagement Index, which went up to 82.5%. These results are the voice and sentiment of our employees, a proclamation we take seriously and to heart.

Employee Overall Satisfaction 83.6%

Employee appreciation week takes place in many countries every year, e.g., the U.S. Latin America and Asia Pacific. Office events are sponsored by supplier partners and prizes are given to employees. Virtual employees participate digitally.

A global **Equal Employment Opportunity** statement, as well as policy statements on drugs, harassment, quality and fairness are 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: Employees and leaders vote to honor the excellent work of their peers. The program includes all employees from BCD Travel and Advito in wholly owned countries.

Management Associate Program attracts new travel industry talent

In an ongoing partnership with the Association of Corporate Travel Executives, BCD Travel selected college graduates Barbara Allgaeuer of Munich, Germany; Theresa Dang of Toronto, Canada; and Megan Gougeon of Ottawa, Canada to the 2016 Management Associate Program (MAP), a highly selective, internationally recognized immersive travel internship.

Selected from a pool of 65 candidates, the three associates spent eight weeks studying business travel in the United States, Brazil, the United Arab Emirates, China, India, France, the Netherlands and Belgium. They received academic training, experiential learning, networking opportunities and a jump start on a career in corporate travel. "The opportunity to participate in the Management Associate Program is a dream come true," said Dang. "I'm grateful for the opportunity that BCD Travel has given me to broaden my knowledge, expand my skills, and gain experience in the industry. I am so excited about joining the program and building a foundation for a long career in the travel industry."

MAP, which began in 2012, helps fill BCD's talent pipeline with next-generation professionals. But its benefits reach beyond the company. The program is a talent development model for the business travel industry, which is undergoing rapid and remarkable change because of technological innovation, increased traveler engagement and influence, consolidation and more. Attracting new talent with fresh ideas is one of the best ways for the industry to meet these challenges. Previous MAP associates now work full time in the corporate travel industry. The US$7.2 trillion travel industry powers virtually every major business and regional economy in the world and offers career opportunities to 284 million employees, according to the World Travel and Tourism Council.

"Many university students today graduate without identifying any specific industry that offers opportunities above competitive pay and benefits—such as direct exposure to globalization, ongoing professional development and the chance to earn promotions," said Christian Dahl, BCD Travel senior vice president, Strategic Talent Management & Global HR. "The business travel industry may not seem an obvious choice to young people unfamiliar with it. But the industry continues to offer tremendous opportunities for challenging, rewarding and deeply satisfying careers—even to those who don't enroll in MAP."

Section 6

Environment

We're committed to supporting 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.

Objective	Approach	Results
Optimize our operational energy performance and reduce carbon emissions through improved energy management.	Implemented a Global Energy Saving program to help reduce our operational energy usage.	Reduced energy consumption by 11,661,915 kilowatt-hours (KWh) and CO2 emissions by 18,460,810 lbs or 8,373,682 kgs.
Implement global ISO 14001 accredited environmental management system at all locations.	ISO 14001 specifies the requirements for an environmental management system that BCD Travel has used to enhance its environmental performance in a systematic manner that contributes to our long-term environmental goals.	ISO 14001:2015 was successfully implemented in all wholly owned locations in 2016.
Further reduce energy costs and the annual CO2 emissions required to power physical services.	Continue to identify and establish green IT efficiency targets; focus on our data centers and IT footprint.	Accurate reporting of carbon usage effectiveness (CUE) and power usage effectiveness (PUE) achieved by integrating appropriate metering technology within our data centers.
Promote environmental awareness at locations worldwide.	BCD Travel supported Earth Hour, Earth Day and World Environment Day in 2016.	Employees planted trees and vegetables; collected batteries, mobiles and electronics for recycling; recycled plastics; reduced electrical consumption, and implemented a trash separation and collection process.
Improve EcoVadis rating.	Implemented global tracking of all environmental initiatives.	Rated in the top 4% in the Environment section.

"We're committed to making a positive impact on the environment. We launched our Global Energy Saving Program in 2016 to reduce our emissions and to improve the way we manage our own environmental impacts. We're constantly developing new strategies to increase energy efficiency across the company. In our data center operations green IT is more than a concept, it's deeply embedded into our operational framework. Deployment of environmental friendly technologies, systems, and processes all contribute to our efforts to reduce C02 emissions, power consumption and electronic waste."

Sherron Burgess

Vice president, information security

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 promoting environmentally sound travel practices that help 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.

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 our earth's resources.

ISO 14001:2015

We implemented an ISO 14001 Environmental Management System (EMS) globally in 2016. The EMS defines our strategies and programs to manage environmental aspects of our global operations.

Our EMS is defined by corporate-level policies and procedures, which provide organizational direction based on the level of potential risk from regulatory non-compliance and reputational loss and opportunities for business growth through operational and environmental stewardship.

Having the EMS in place allows us to improve and monitor reduction targets for our business related carbon emissions. In 2017, our global operations will be subject to third-party certification audits confirming compliance to ISO 14001:2015 standards.

Green IT

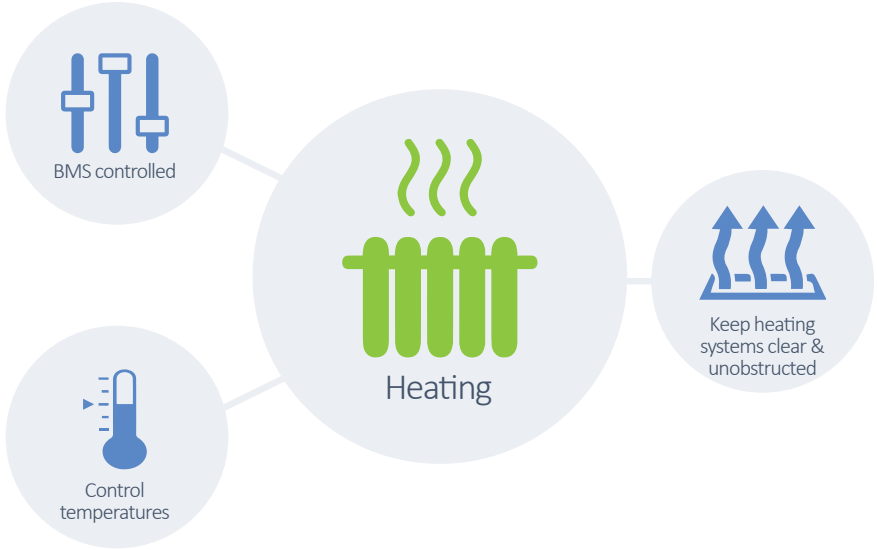
Since the launch of our "Green Computing" efforts, we successfully reduced our carbon footprint by implementing:

- The deployment of desktops, laptops, servers and other equipment with Energy Star ratings.
- Power management policies.
- Advanced cooling management solutions within our data centers.

Virtualizing 2,080 servers across our environment yielded a total carbon reduction of 20.9 million metric tons of carbon dioxide--the equivalent of planting 31,380 trees and taking 1,774 cars off roadways.

We also aggressively reduced our global data center footprint from decreasing the number of facilities required to host and operate our computer environment from seven to six. The reduced data center space not only achieved significant operating cost savings, but also decreased our carbon footprint.

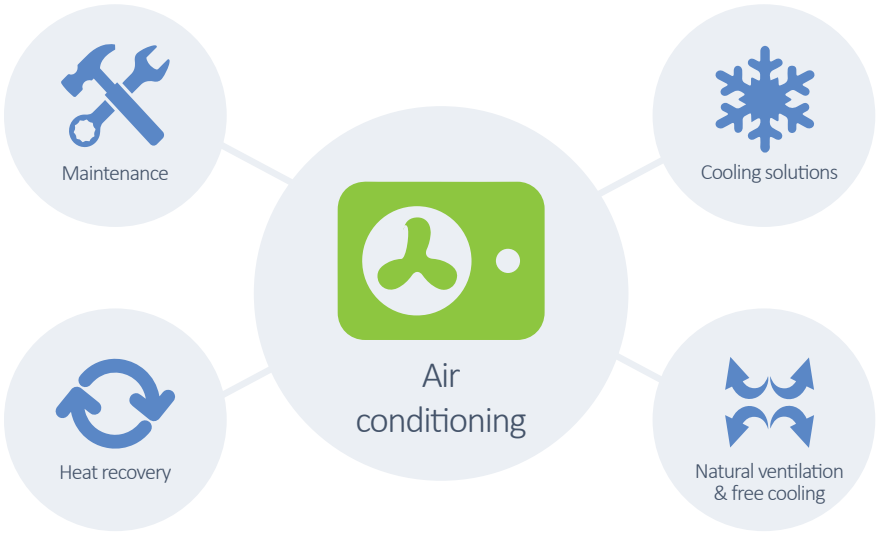
Future green IT efforts involve aligning our data centers with industry standard ISO 14001 certification this year, beginning with the U.S.-based data centers before expanding to other facilities.



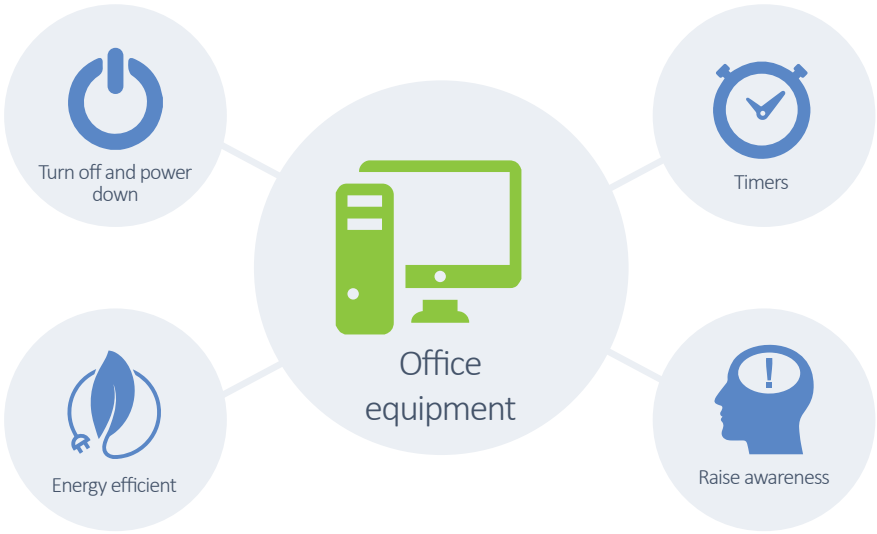
Global Energy Saving Program

The ISO 14001:2015 implementation helped launch our global energy saving program for operational energy performance and reduced carbon emissions through improved energy management.

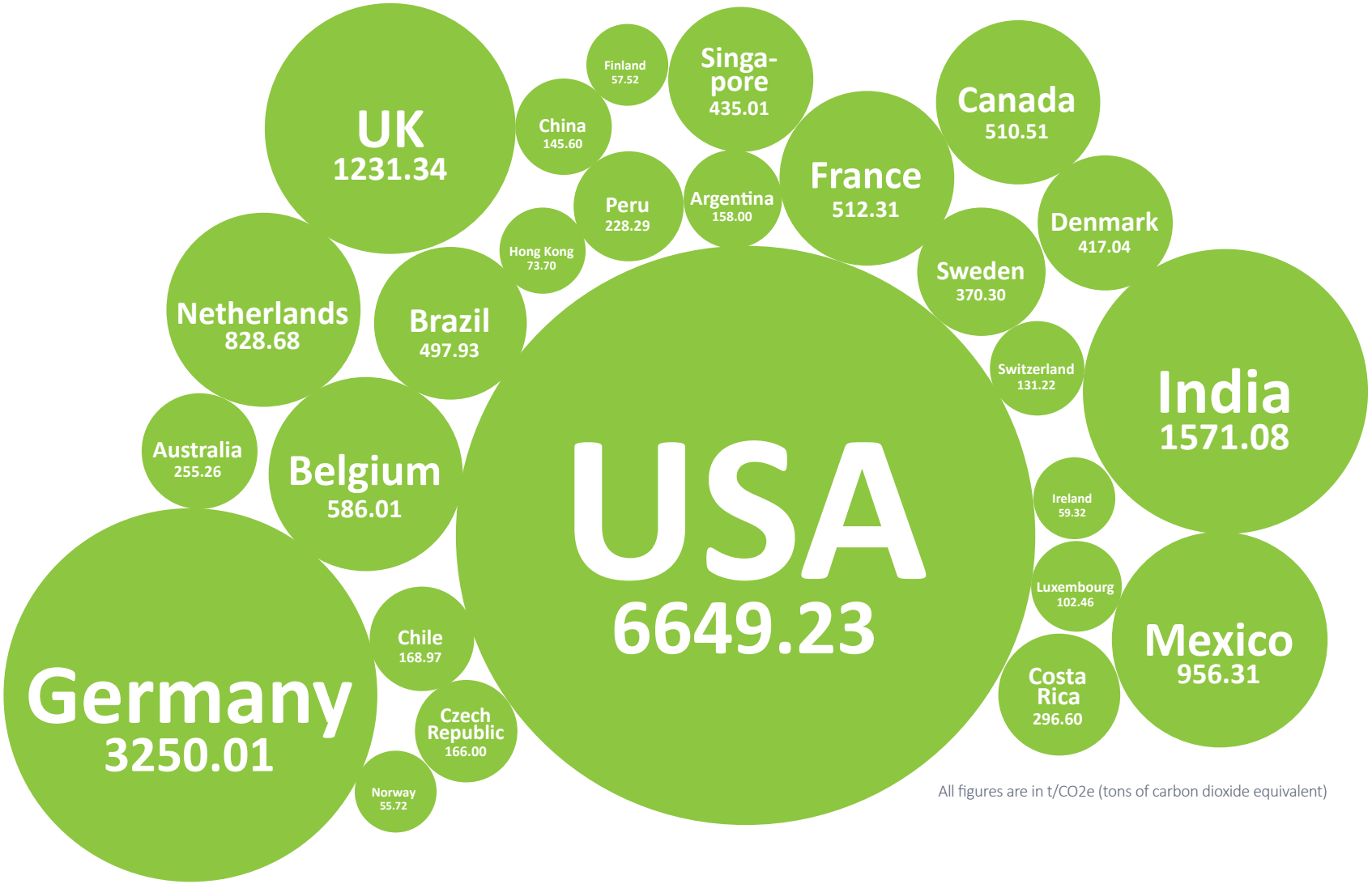
Our office locations support many low and no-cost solutions to reduce energy consumption.


Maintenance
Cooling solutions
Air conditioning
Heat recovery
Natural ventilation & free cooling

Regular maintenance
Regular housekeeping walk arounds
Good housekeeping
Monitor energy use
Staff awareness

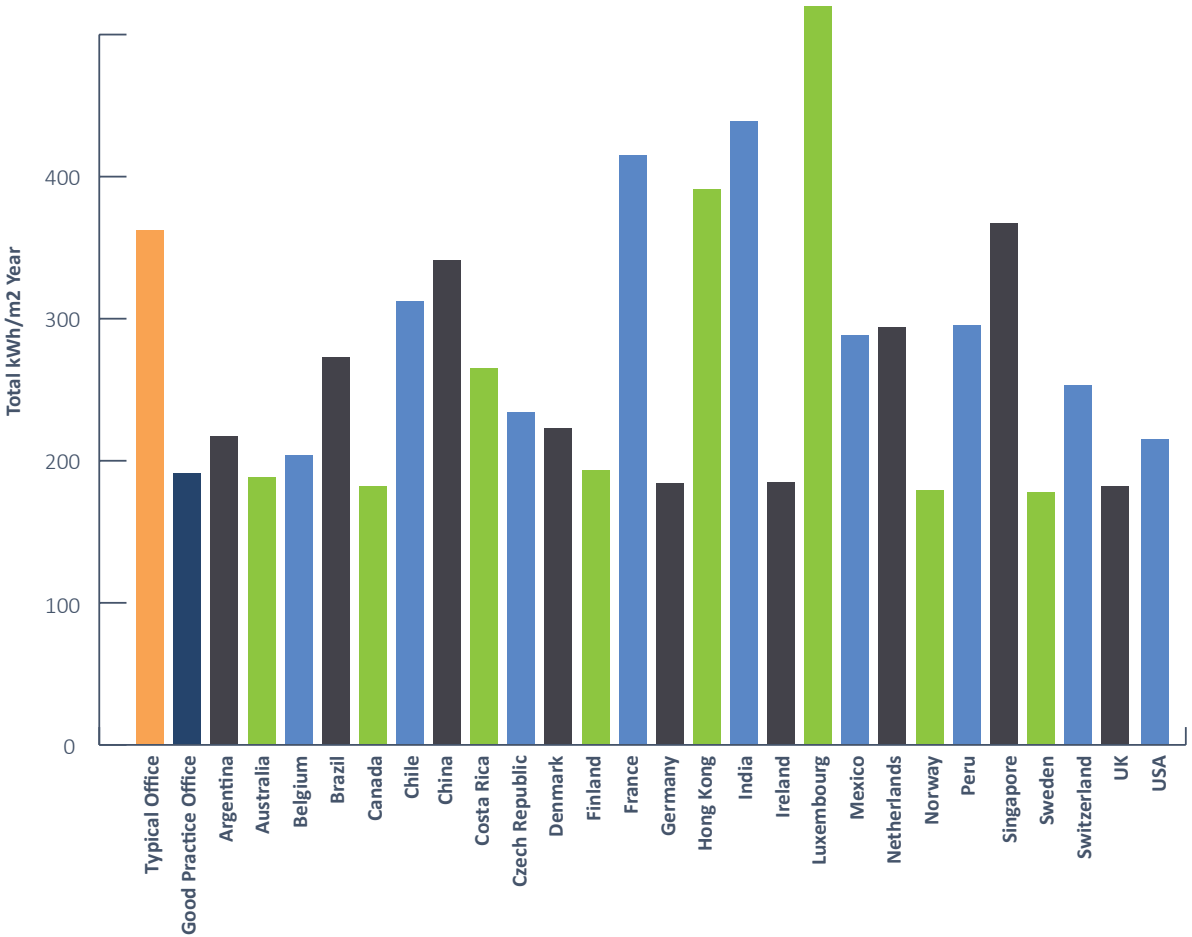

Turn off and power down
Timers
Office equipment
Energy efficient
Raise awareness

BCD travel



All figures are in t/CO2e (tons of carbon dioxide equivalent)

The diagram above details BCD Travel's carbon footprint across all of it's wholly owned locations for 2016. We calculated our scope 1 & 2, and significant scope 3 emissions, using the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), and emission factors from UK Government's GHG Conversion Factors for Company Reporting 2016. We have used the financial control approach to identify the GHG emissions for which BCD Travel have responsibility. The boundaries of the reported emissions comprise all office/ building related emissions of the BCD Travel's global locations, including business travel, covering car, train and air (long haul & domestic).



Within this report, the energy efficiencies of the buildings have been compared with the 'Typical' Office Building as defined in the Chartered Institute for Building Services Engineers (CIBSE) Energy Consumption Guide 19 (ECG019) – Energy Use in Offices. The document provides 'Typical' and 'Good Practice' energy use, cost and carbon emission benchmarks for office buildings.

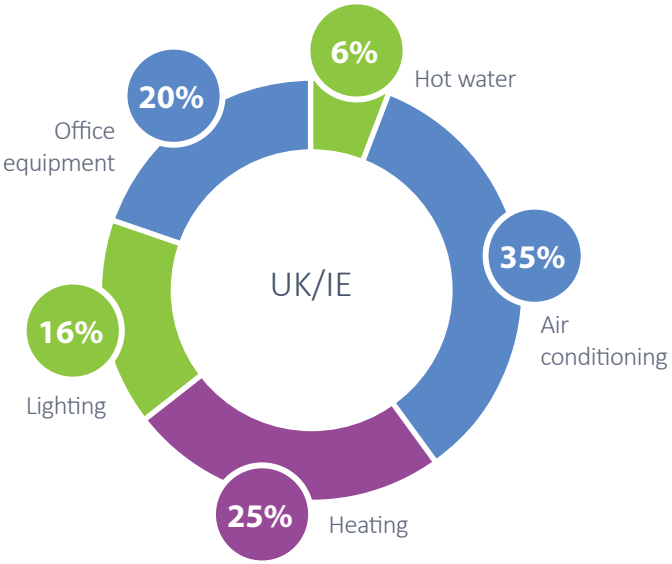
Global staff travel emissions

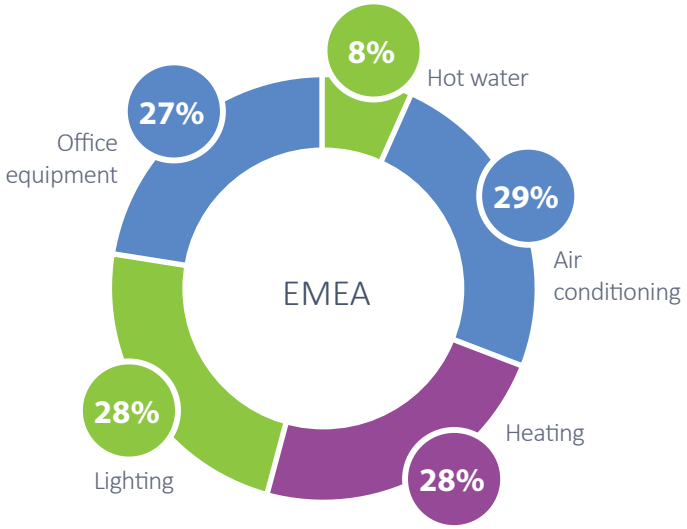
Business miles travelled
40,304,496

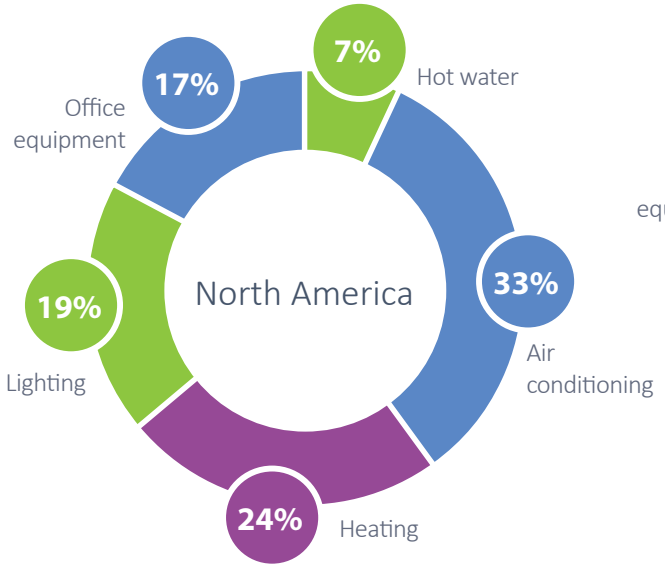
Tons of CO2e 8,139

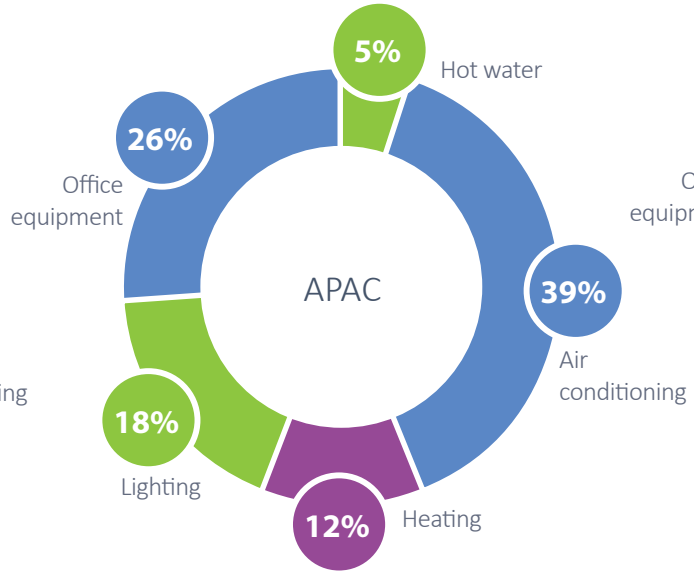
BCD travel

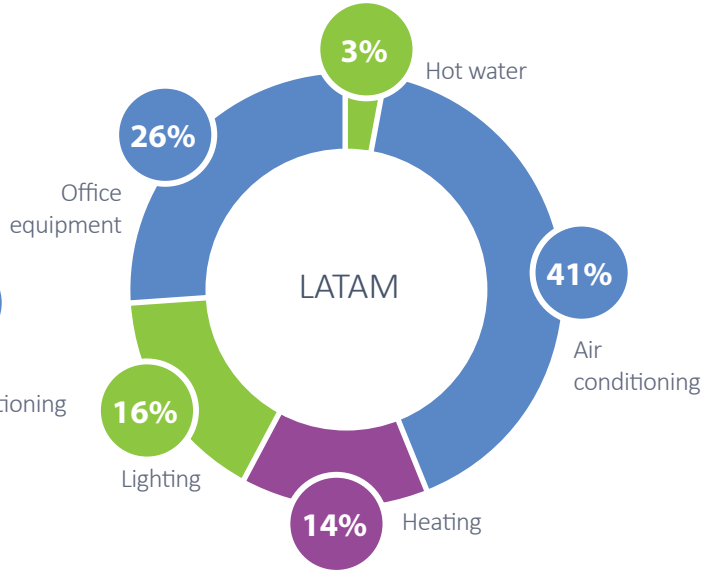
Office energy consumption profiles











Employee-led initiatives

Engaging employees in our resource efficiency efforts in 2016 was a key aim of implementing the ISO 14001:2015 management system.

A dedicated team of CSR coordinators in our global locations oversees the implementation, tracking and improvement of local environmental initiatives.

2016 initiatives:

- Green teams were organized in countries that previously did not have this engagement.
- Offices ran local campaigns encouraging employees to create personal sustainability plans or otherwise incorporate sustainability into their everyday lives.
- Global promotion and participation in Earth Day, Earth Hour and World Environment Day events to engage and educate employees.
- Employee award and recognition programs that reward measurable environmental improvements or demonstration of best-in-class practices.
- Six percent increase in work from home opportunities for U.S. employees, resulting in reduced gasoline and CO2 emissions, cost savings on office space, and better work-life balance.

Section 7

Supply Chain

BCD Travel strives to build sustainable and mutually rewarding partnerships with its supply chain with a view to contributing to its own business sustainability and that of the people and planet.

Objective	Approach	Results
Engage directly with key partners and suppliers; build supplier sustainability capacity; and expand our supplier sustainability survey processes.	Assessed BCD Travel partner companies using the EcoVadis Corporate Platform.	Twenty-four BCD partners were assessed in 2016.
Ensure all partners and suppliers demonstrate responsible business practices, including sustainable sourcing and the protection of human rights. Align supplier base's social, ethical, environmental and health and safety responsibilities with our own ethical goals and objectives. Update procurement documents to include sustainability questions.	Include the Supplier Code of Conduct in all partner agreements and global supplier contracts.	More than 85% of our partners and global suppliers have signed our Supplier Code of Conduct.
Increase awareness of sustainability issues in the procurement process.	Provided sustainability training to procurement staff.	Ten members of the global sourcing and procurement team participated in training courses covering principles of sustainable procurement, environmental and social impacts of products, and services and environmentally and socially preferable standards and labels.
Comply with the UK Modern Slavery Act 2015 in the U.K. and Ireland within our own operations and our supply chain.	Communicated BCD Travel's zero-tolerance stance on modern slavery of any kind. Established plan to set expectations for and evaluate our suppliers' adherence to the Modern Slavery Act.	A clause stating our stance on anti-slavery and human trafficking was added to the Supplier Code of Conduct. BCD's first annual Modern Slavery Statement, outlining our zero-tolerance policy, was published in December 2016. An assessment of our supply chain was carried out to ensure their compliance with the MSA.
Improve EcoVadis rating.	Increased supplier/partner engagement. Carried out EcoVadis CSR assessments.	Rated in the top 3% of all suppliers in the Sustainable Procurement section.

"We've participated in an annual EcoVadis assessment of our wholly owned and majority-owned markets since 2011. We achieved silver designations in 2014 and 2015 and, in 2016, we became the first TMC to earn EcoVadis Gold for our sustainability efforts. Also in 2016, we started using EcoVadis' Corporate Platform to assess our suppliers and partners. EcoVadis has provided invaluable guidance on the improvements needed to increase CSR performance, ensuring adherence to CSR and ethics requirements for us and our clients."

Sharon Dirks

Senior manager, global corporate social responsibility

Shared values

BCD Travel carefully selects suppliers who demonstrate responsible business practices based on ethical, environmental and social criteria. Our Supplier Code of Conduct outlines the standards we expect from our suppliers and partners, who must share our commitment to:

Conduct business in an ethical manner and abide by all legal and regulatory requirements and other requirements included in BCD Travel's Supplier Code of Conduct.

Comply with international labor standards with specific focus on the ILO Conventions, including:

- Freedom of association and the right to collective bargaining
- Elimination of all forms of forced or compulsory labor
- Effective abolition of child labor
- Elimination of discrimination with respect to employment and occupation
- Respect of the human rights of all stakeholders in the supply chain
- Provide a safe and healthy workplace to employees and other partners
- Demonstrate commitment to protect the environment by conserving natural resources, preventing pollution, implementing waste reduction and management programs and minimizing its impact on the climate
- Promote diversity and inclusivity
- Maintain transparency and disclose sustainability performance and practices in line with regulations or international practices
- Demonstrate leadership by propagating the sustainability agenda upstream to its own supply chain.

Progress towards a sustainable supply chain

We pursue sustainable supply chain management by aligning our supplier base's social, ethical, environmental, safety and health responsibilities with our own sustainability goals and objectives. Suppliers are critical partners in achieving our goals, and we continued to expand supplier development and engagement during 2016.

Our Supplier Code of Conduct is included in all supplier related documents and contracts managed by our global procurement team.

We updated the human rights section of our Supplier Code of Conduct to include a clause stating our zero-tolerance approach to slavery, human trafficking and the sexual exploitation of children.

Supplier diversity

We are strongly committed to using and developing small business suppliers, including companies that are owned by women, minorities, or are based in economically disadvantaged areas.

EcoVadis corporate assessments

As noted above, we assessed 24 partners using the EcoVadis Corporate Platform.

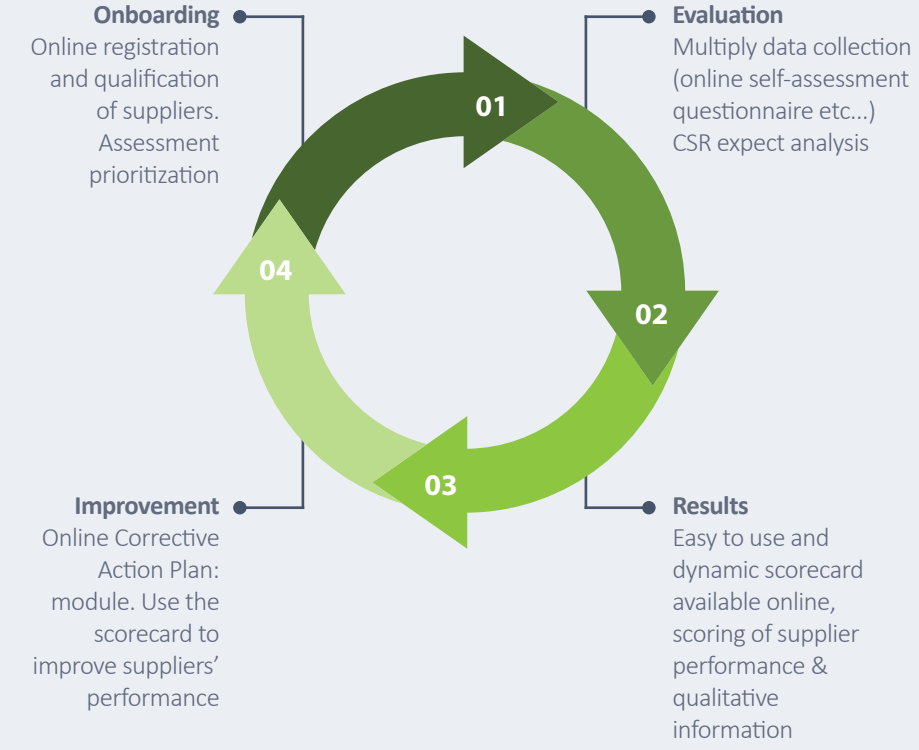
They conduct rigorous analyses of CSR programs in the areas of environment, labor practices, fair business practices and sustainable procurement. Their methodology is built on international CSR standards—including the Global Reporting Initiative, the United Nations Global Compact and ISO 26000.

EcoVadis' collaborative platform, reliable ratings and easy-to-use monitoring tools allow us to manage risks and drive eco-innovations in global supply chains.

Scorecard results highlighted strengths and improvements in the four areas assessed – labor practices, environment, fair business practices and sustainable procurement. The collaborative Corrective Action Plan tool allows us to work with our suppliers and partners to create an action plan with any necessary remedial efforts needed to improve CSR performance.

We will continue to assess suppliers and partners in 2017 and have set a target to assess all of BCD Travel's partners by 2019 and improve their individual EcoVadis rating by 25% within a three-year period.

EcoVadis Process: A Virtuous Circle



Source: EcoVadis

Supplier sustainability

We select our global and local suppliers based on diverse criteria, including ethical, social and environmental aspects. Some examples from our suppliers are highlighted below.

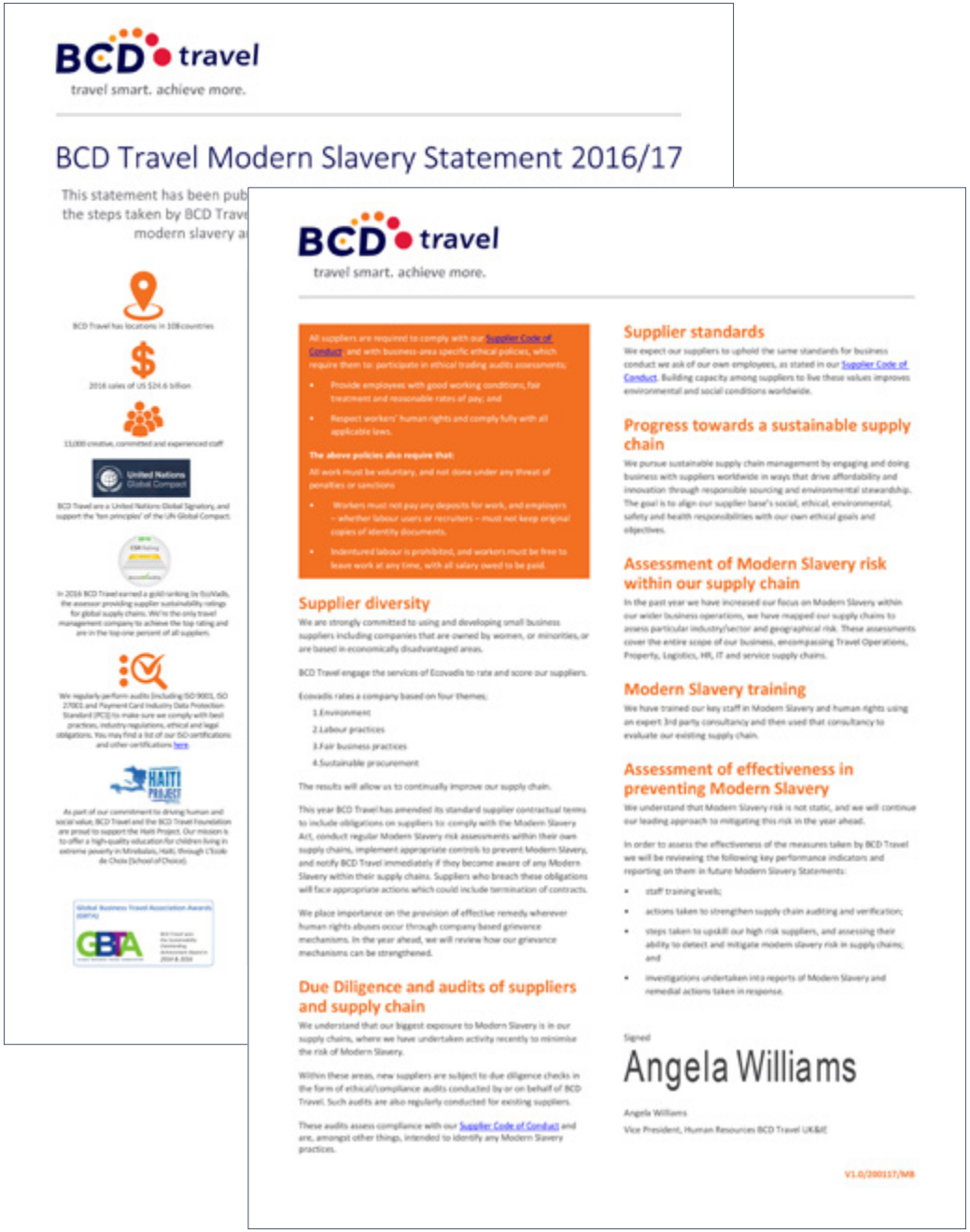
- Our online booking tool suppliers (OBTs) display CO2e (carbon dioxide equivalent) emission data during the air travel booking process and also offer CO2e emission compensation options. CO2e emissions are reported on travel itineraries.
- German train service from the Deutsche Bahn uses 100% green electricity. Fossil fuels are replaced with renewable energy sources thus eliminating direct CO2 emissions. All employee train travel, as well as all train travel booked by our clients in Germany, is free of CO2 emissions. Emissions generated by pre- and post-transport processes are compensated by the CO2 emission compensation company Atmosfair.
- One of our preferred hotel partners, Accor Hotels, upholds the rights of children with their membership and support of The Code. In 2015, more than 63 000 employees worldwide received training on how to detect and respond to these risks. At the end of 2015, 88% of all Accor hotels (more than 3200 hotels) declare that they are contributing to the protection of minors against abuse.
- Our EMEA data center provider T-Systems places high importance on the environment. Green IT solutions give companies a way of contributing to a low carbon society. They've developed the Green Dynamics Simulation tool to measure the impact data centers have on the environment. Compare to conventional in-house operation, the automation and standardization achieved by using T-Systems data centers can cut carbon emissions by up to 80 percent.

Support of the Modern Slavery Act 2015 in the U.K. and Ireland

Slavery, servitude, forced labor and human trafficking (Modern Slavery) is a global and growing issue, existing in every region in the world and in every type of economy, whether industrialised, developing or in transition. No sector or industry can be considered immune or untainted. BCD Travel has a zero-tolerance approach to Modern Slavery of any kind within our operations and supply chain. We all have a responsibility to be alert to the risks, however small, in our business and in the wider supply chain.

A policy was created in support of the MSA and communicated to all employees in the U.K. and Ireland. A copy of our revised Supplier Code of Conduct was distributed to local suppliers. An assessment of our supply chain was carried out to ensure their compliance with the MSA.

Our first Annual Statement of Support, a requirement of the Modern Slavery Act, was published in December 2016.



BCD travel

travel smart. achieve more.

BCD Travel Modern Slavery Statement 2016/17

This statement has been pub
the steps taken by BCD Trav
modern slavery a

BCD Travel has locations in 108 countries

2016 sales of US $24.6 billion

13,000 creative, committed and experienced staff

BCD Travel are a United Nations Global Signatory, and support the 'ten principles' of the UN Global Compact.

In 2016 BCD Travel earned a gold ranking by EcoVadis, the assessor providing supplier sustainability ratings for global supply chains. We're the only travel management company to achieve the top rating and are in the top one percent of all suppliers.

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, ethical and legal obligations. You may find a list of our ISO certifications and other certifications here.

As part of our commitment to driving human and social value, BCD Travel and the BCD Travel Foundation are proud to support the Haiti Project. Our mission is to offer a high-quality education for children living in extreme poverty in Mirebalais, Haiti, through L'Ecole de Choix (School of Choice).

BCD travel

travel smart. achieve more.

All suppliers are required to comply with our Supplier Code of Conduct and with business-area specific ethical policies, which require them to: participate in ethical trading audits assessments;

- Provide employees with good working conditions, fair treatment and reasonable rates of pay; and
- Respect workers' human rights and comply fully with all applicable laws.

The above policies also require that:

All work must be voluntary, and not done under any threat of penalties or sanctions

- Workers must not pay any deposits for work, and employers – whether labour users or recruiters – must not keep original copies of identity documents.
- Indentured labour is prohibited, and workers must be free to leave work at any time, with all salary owed to be paid.

Supplier diversity

We are strongly committed to using and developing small business suppliers including companies that are owned by women, or minorities, or are based in economically disadvantaged areas.

BCD Travel engage the services of Ecovadis to rate and score our suppliers.

Ecovadis rates a company based on four themes;

1. Environment
2. Labour practices
3. Fair business practices
4. Sustainable procurement

The results will allow us to continually improve our supply chain.

This year BCD Travel has amended its standard supplier contractual terms to include obligations on suppliers to: comply with the Modern Slavery Act, conduct regular Modern Slavery risk assessments within their own supply chains, implement appropriate controls to prevent Modern Slavery, and notify BCD Travel immediately if they become aware of any Modern Slavery within their supply chains. Suppliers who breach these obligations will face appropriate actions which could include termination of contracts.

We place importance on the provision of effective remedy wherever human rights abuses occur through company based grievance mechanisms. In the year ahead, we will review how our grievance mechanisms can be strengthened.

Due Diligence and audits of suppliers and supply chain

We understand that our biggest exposure to Modern Slavery is in our supply chains, where we have undertaken activity recently to minimise the risk of Modern Slavery.

Within these areas, new suppliers are subject to due diligence checks in the form of ethical/compliance audits conducted by or on behalf of BCD Travel. Such audits are also regularly conducted for existing suppliers.

These audits assess compliance with our Supplier Code of Conduct and are, amongst other things, intended to identify any Modern Slavery practices.

Supplier standards

We expect our suppliers to uphold the same standards for business conduct we ask of our own employees, as stated in our Supplier Code of Conduct. Building capacity among suppliers to live these values improves environmental and social conditions worldwide.

Progress towards a sustainable supply chain

We pursue sustainable supply chain management by engaging and doing business with suppliers worldwide in ways that drive affordability and innovation through responsible sourcing and environmental stewardship. The goal is to align our supplier base's social, ethical, environmental, safety and health responsibilities with our own ethical goals and objectives.

Assessment of Modern Slavery risk within our supply chain

In the past year we have increased our focus on Modern Slavery within our wider business operations, we have mapped our supply chains to assess particular industry/sector and geographical risk. These assessments cover the entire scope of our business, encompassing Travel Operations, Property, Logistics, HR, IT and service supply chains.

Modern Slavery training

We have trained our key staff in Modern Slavery and human rights using an expert 3rd party consultancy and then used that consultancy to evaluate our existing supply chain.

Assessment of effectiveness in preventing Modern Slavery

We understand that Modern Slavery risk is not static, and we will continue our leading approach to mitigating this risk in the year ahead.

In order to assess the effectiveness of the measures taken by BCD Travel we will be reviewing the following key performance indicators and reporting on them in future Modern Slavery Statements:

- staff training levels;
- actions taken to strengthen supply chain auditing and verification;
- steps taken to upskill our high risk suppliers, and assessing their ability to detect and mitigate modern slavery risk in supply chains; and
- investigations undertaken into reports of Modern Slavery and remedial actions taken in response.

Signed

Angela Williams

Angela Williams

Vice President, Human Resources BCD Travel UK&IE

V1.0/200117/MB

Section 8

Service Performance

Customers judge their experience with BCD Travel in terms of cost, quality and service reliability. They also measure value by how closely our innovative solutions anticipate their business travel requirements. As a result, our comprehensive initiatives focus on sustainability and customer satisfaction.

Objective	Approach	Results
Empower travelers to make smart choices through effective engagement strategies	Carried out traveler surveys to collect feedback to understand how we're doing and how we can improve solutions and processes to boost customer satisfaction.	More than 32,000 traveler surveys were completed. Extend feedback approach in 2017 to include customer communities, focus groups and feedback panels.
Deliver optimal service and performance value to our clients	Engaged Advito consultancy to assess and improve travel program environmental and social impacts.	Launched 2016 initiatives 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. Total Collaboration Management ™: to help customers successfully implement programs to ensure their employees work together most effectively and avoid non-optimal travel by creating a comprehensive global collaboration program which will achieve the ROI in virtual technology. Off-setting advisory: to provide the customized advice needed to address the key questions on carbon off-set partner selection and implementation.
Provide enhanced quality data to our travelers	Focused on faster delivery and higher-quality data to meet client expectations.	We provide the industry's best travel data: • 90% of booked data is available to clients within 15 minutes. • 100% is available for reporting within two hours. • 80%-90% of ticketed data is available daily.

"Travel is essential to grow business, but not all business requires travel. With Total Collaboration Management, we provide an innovative solution that fosters employees to consider the purpose, worth and outcome of a trip and leads to a more responsible travel program."

Jeroen Hurkmans

Vice president, Advito

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

Our research and development investments and operational priorities are driven by our objective to deliver optimal customer satisfaction. We uphold our duty of care by consulting with clients on destination and security, while publishing research findings, case studies and white papers on topics like building travel risk management plans and responsible travel management. Providing trusted solutions includes considering how our services impact society and the environment, while meeting customer needs. We prioritize safety, reliability and quality to keep customers informed and protected. We collaborate with our travel industry colleagues and technology partners to create advanced traveler tools, which reduce complexity and risk; provide on-demand information for travelers at every stage of their journeys.

Engaged travelers: Every interaction we have with travelers before, during and after the booking process is a chance for BCD Travel to exceed expectations, with easy and timely access to relevant content and highly personalized experiences. That makes for a happy traveler. But more importantly, it helps travelers make smart decisions and shapes and reinforces good behavior, helping drive significant savings, policy compliance and other business objectives.

Intelligent programs: We drive smart decisions for our customers with business intelligence that engages travelers throughout the trip cycle, influences spend and lets people answer what if? instead of showing just what is. That means giving clients fast answers and helping travel managers understand how changes they make today could affect their bottom line tomorrow. Our work on DecisionSource has already introduced a new generation of dashboards and benchmarking. We want clients to interact with their data intuitively. We'll keep making it even easier to minimize guesswork and identify program opportunities with predictive analytics.

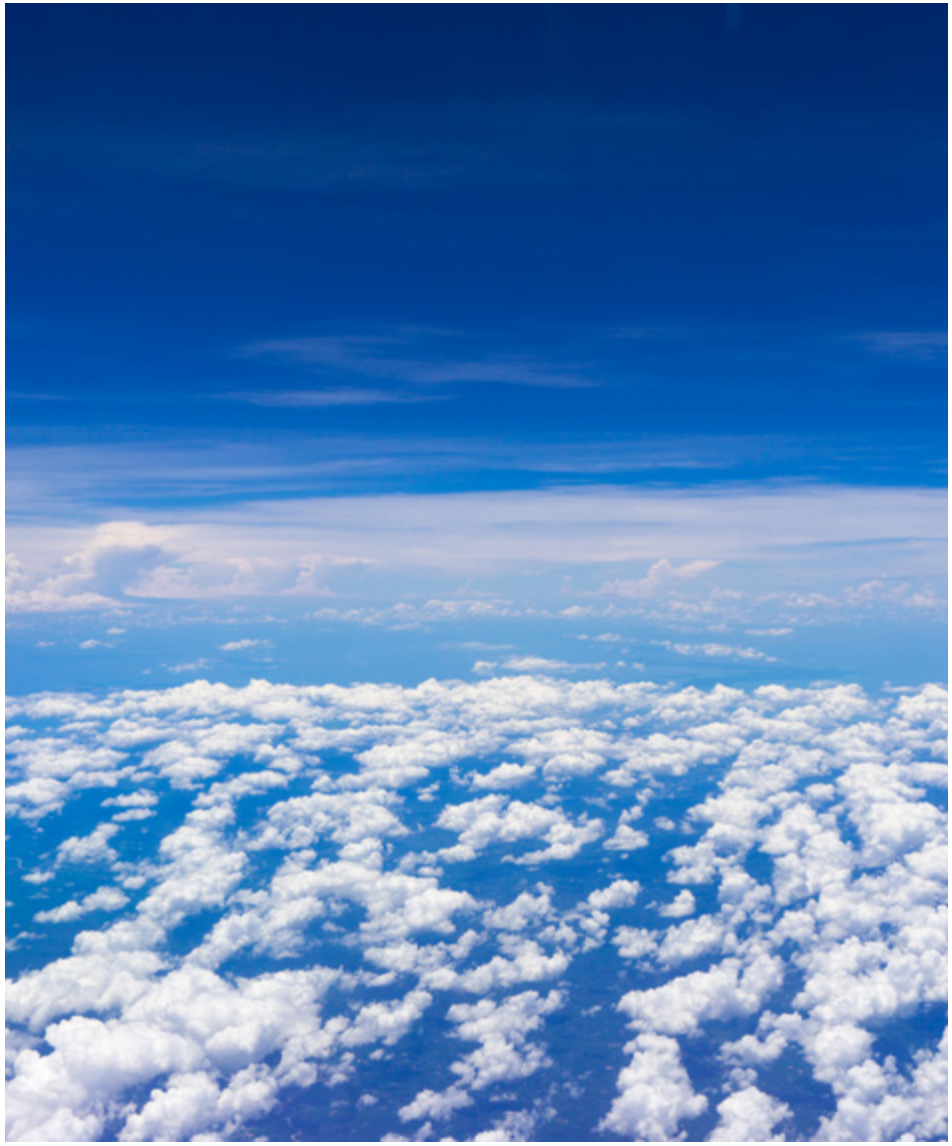
Built for change: At the program level, we always start with what the client wants to accomplish. We work with them to identify measurable goals aligned with their corporate objectives. Then we bring together solutions that drive duty of care, compliance, savings and traveler engagement.

We have a number of initiatives that focus on sustainability and customer satisfaction. Some highlights include:

Our **carbon emission tracker**, which calculates emissions produced by air travel and reports on this information at company, departmental and individual traveler levels.This tool is incorporated into BCD Travel's information management solution, DecisionSource, and 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).

Providing business travel carbon calculations for offsetting programs. Offsetting can help compensate for the environmental impact of travel programs by allocating funds commensurate with the emissions produced through business travel. The funds are 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.

- CSR travel strategy workshops to help clarify corporate requirements and stakeholder expectations and constraints for sustainable and accountable travel management.
- Total Collaboration Management ™ to help customers successfully implement programs to ensure their employees work together most effectively and avoid non-optimal travel by creating a comprehensive global collaboration program which will also create a healthy work-life balance for their travellers.
- 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.
- Off-setting advisories to provide the customized advice needed to address the key questions on carbon offset 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.



Advito consultative services help to achieve the right balance of traditional travel management and CSR objectives.

Enhanced
traveler satisfaction

Better traveler work-life
Balance

Increased
Productivity

Reduced
carbon footprint

Stronger
global working relationships

Increased
employee retention

Reduced
travel spend

Virtual collaboration programs help reduce carbon footprints, lessen travel risk and stress

Virtual collaboration is a growing trend, with the market projected to double in the next four years as employees expect companies to offer better team collaboration options

With the right program and technology in place, teams can work together from anywhere at a fraction of the cost, and without the productivity loss, stress and risk of travel.

Access and manage all your corporate traval details in one convenient place

Stay organized

All of your travel information perfectly organized by segment, not available on any device.

Stay informed

Get real-time flight alerts, company travel guidelines, and receive location-related messages.

Stay connected

Get local maps and directions, share itineraries with colleagues and loved ones, and access your travel history.

Our TripSource app was a Gold winner of the 2014 US Mobile & App Design awards.

Trip management

2016 brought more market changes, opportunities and product development than any year in our history. Travelers are connected to multiple devices: 87% of business travelers switch between web, mobile and tablet to manage their travel.

Our TripSource® mobile app is a robust cross-platform app that displays up-to-date itineraries, delivers trip change notifications, and allows our business travel clients to reach their travelers with relevant company policy information—anytime, anywhere.

With just a tap, travelers can access relevant information at critical points within their travel experience:

Before the trip: Travelers can access detailed itineraries (air, hotel, car, and ground), share their trip with a preset list of contacts, and even add custom 'cards' for meetings and business dinners to keep everything in one place.

During the trip: Travelers will have access to maps, directions and phone numbers. They'll also receive push alerts—TripSource will notify them about flight delays, gate changes, itinerary changes, and company policy at relevant points in the trip cycle.

After the trip: Travelers can access their trip history and receive expense reminders as well as targeted offers based on their profile and spending habits.

TripSource®

Our TripSource platform provides the best rates, the best selection and the best experience for our travelers who want to book a hotel as part of the travel.

Company preferred properties and BCD Travel negotiated rates combined with GDS and independent content make it easy to compare multiple sources find the best rates.

BCD Travel is the only TMC to bring together multiple aggregators in a single place offering the most content available.

Inspired by the most popular apps and online booking sites, TripSource allows busy travelers to search and book in just a few clicks on any device.

Section 9

Charity & Community Support

Our passion for helping others is integral to our company's Strategic Direction and to our CSR principles, which guide the way we interact with one another, our business partners and our communities.

"Our support of Choix is a natural fit for our company because it's aligned with our organization's core values. We encourage and enable our people to make a difference in the lives of our customers and our communities. Our foundation looks for ways to take this passion for helping others beyond serving customers to improve the lives of people around the world, with an emphasis on helping children."

Leslie West

Senior vice president of BCD Travel and chair of the BCD Travel Foundation board

Our commitment to Charity & Community support runs deep. It extends to:

- Funding and supporting the Haiti project
- The "Making a Difference" program supporting local projects in our home markets
- Membership in "The Code," an organization working to end the commercial sexual exploitation of children.

The Haiti project

The BCD Travel Foundation, the giving arm of BCD Travel, will provide US$750,000 over the next five years to help fund operating expenses for L'Ecole de Choix, The School of Choice, a private, nonprofit elementary school in Mirebalais, Haiti. The funds are raised through worldwide employee-led efforts and matching contributions from the company and its private owner. We met our 2016 goal to raise the first US$150,000. We plan to continue to supporting the school, helping to give children a high-quality education.

The BCD Travel Foundation will also organize and fund trips to L'Ecole de Choix for BCD employees who wish to volunteer at the school. The foundation will help raise funds for specific projects, such as improving the school's playground and sanitation infrastructure.

The school

L'Ecole de Choix is a trilingual elementary school serving 180 impoverished children ages 6 to 16. Students learn the skills they need to support themselves and their families, to educate their own children, and positively impact their communities, and ultimately, their country.

Making a Difference

In 2016 we proudly supported our shareholder's foundation, focusing on 25 under-privileged children's causes around the globe. All initiatives are located in communities in which BCD Travel employees live and work. We leverage our business relationships in support of the Haiti project and our Making a Difference commitment.

Costa Rica

NORAM (4)

BCD Travel Chicago
Students Run Chi(cago) –SRC
BCD Travel Memphis
Hope House Day Care
BCD Travel Canada
The Lighthouse Program for Grieving Children
BCD M&I US
Thumbuddy Secial

LATAM (5)

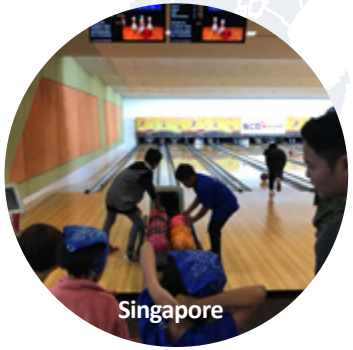
BCD Travel Argentina
Tu amigo invisible en el Chaco
BCD Travel Costa Rica
Asociación Proyecto Pro Ayudaa Jóvenes Con Canver y Otras Enfermedades Crónicas
BCD Travel Mexico
Aldeas Infantiles SOSO (Children Village SOS)
BCD Travel Nicaragua
Asociab de Padres de Ninos y Jovenes Diabeticos de Nicaragua
BCD Travel Venezuela
Estrellas de Birongo

UK/IE (3)

BCD Meetings & Events U.K.
Family Friends in Windsor & Maidenhead
BCD Travel U.K.
A Smile for a Child
BCD Travel U.K. Maidenhead
Colnbrook School

EMEA (10)

BCD Travel Belguim
Bednet
BCD Travel France
Rêves
BCD Travel Germany
Streetlife (Mädchencafé)
Städtisches Kinderheim
FRÜZ
Anton Schroberhauser Stifting
BCD Travel Israel
Natal
BCD Travel Luxembourg
Caritas
BCD Travel Netherlands
Kidzbase
BCD Travel Denmark
Feriehjaelpen (NEW)


Singapore

APAC (3)

BCD Travel Singapore
Pertapis Children's Home
Operation Smile Philippines (Jamiyah Children's Home)
BCD Travel Australia
Smith family

The Code

BCD Travel has joined 'The Code,' an organization working to protect children from sex tourism. The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism is an industry-driven initiative to provide awareness, tools and support to the travel industry to prevent the sexual exploitation of children. Members implement a set of six guidelines to achieve that goal. BCD Travel has started to implement those guidelines at its locations worldwide.

Section 10

Sustainability Reporting

Auditor verification statement

Alphacello Ltd was engaged by BCD Travel to conduct limited verification of its scopes 1 and 2 and certain scope 3 greenhouse gas (GHG) emissions, and certain employment and waste data indicators reported by BCD Travel wholly owned companies for the period 1 January 2016 to 31 December 2016. Stated GHG emissions, employment and waste data were included for all global operations under BCD Travel's control.

Scope of verification

Alphacello verified:

GHG emissions for:

- Scope 1 and scope 2 emissions from BCD Travel's global operations
- Scope 3 emissions from business air travel

Employment data for:

- Age and gender
- Ethnicity
- Health and safety

Waste data:

- Waste to recycling data

Excluded from the scope of assurance are BCD Travel's partner countries' and GHG emissions outside the defined reporting period and scope 3 GHG emissions not stated above.

Methodology

Alphacello conducted the verification against the main requirements of *ISO 14064-3: Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.*

BCD Travel's GHG emissions were calculated using the Greenhouse Gas Protocol.

As part of the assurance, Alphacello undertook:

- Interviews with relevant personnel of BCD Travel responsible for GHG emissions accounting and employment data
- A review of BCD Travel information systems and methodology for data collection, aggregation, and analysis
- A review of information and calculations used to determine GHG emissions
- Sampling of source data from 26 of BCD Travel's operations worldwide. The sample was selected based on air travel, energy consumption, geographical location and head count
- Audit visits to four of BCD Travel's operations, to review underlying systems for collecting and reporting employment and emissions data
- A review of the consolidated 2016 data to check end of year accounting and reliable transposition.

Conclusion

Based on the verification conducted by Alphacello, there is no evidence to suggest that the GHG emissions assertions shown below, and the age, gender, ethnicity, health and safety and waste KPIs as stated by BCD Travel in its Annual Corporate Social Responsibility Report 2017:

- Are not prepared in accordance with BCD Travel's relevant internal methodologies
- Are not materially correct and a fair representation of the GHG emissions and employment data for BCD Travel.

Reported GHG emissions

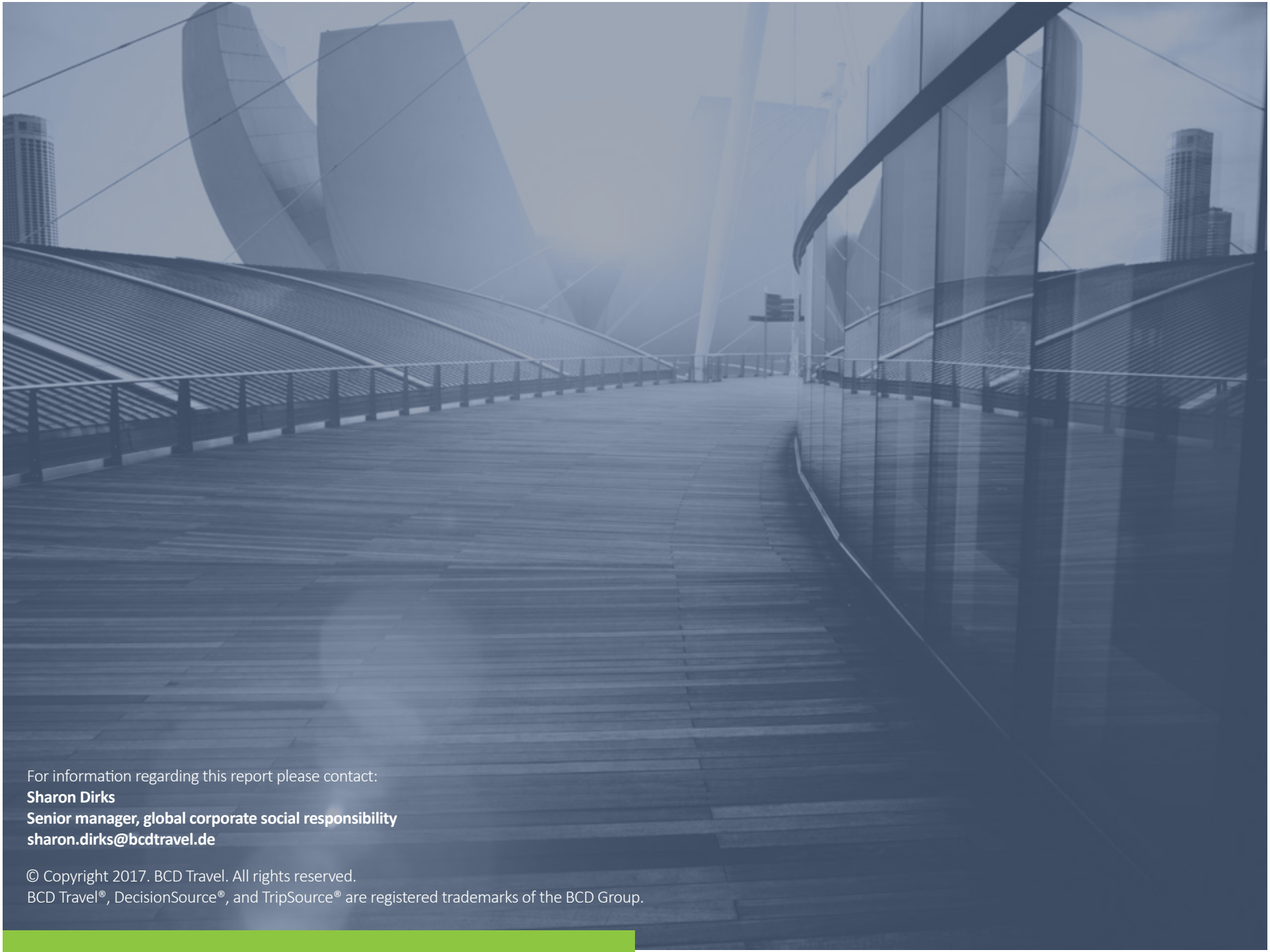
Limitations and exclusions:

- A proportion of reported energy data is estimated due in part to the occupation by BCD Travel of business premises where consumption is paid for via a service charge and is not directly metered or billed.
- BCD Travel estimates its other scope 3 emissions, including from leased cars, taxis and couriers, as an additional 15% of its total GHG emissions figure, added to the carbon footprint and reported as 'other estimated scope 3 emissions'. This estimation was not subject to verification.

Statement of independence, impartiality and competence

Alphacello Ltd is an independent professional services company that specializes in quality, health, safety, social and environmental management.

We conducted this verification independently and to our knowledge there has been no conflict of interest. Alphacello has implemented a Code of Ethics within our business to maintain high ethical standards among staff in its day-to-day business activities. The verification team has over 20 years' combined experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, including the verification of greenhouse gas emissions data.



For information regarding this report please contact:
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sharon.dirks@bcdtravel.de

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