2019 Sustainability Update

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Contents

Our 2019 Sustainability Update summarizes activities, achievements and progress against our objectives for the calendar year 2018 and serves as our annual Communication on Progress to the United Nations Global Compact.

The 2018 Sustainability Report and GRI Report, which are aligned with the UN Global Compact, the Sustainable Development Goals and the Global Reporting Initiative GRI Standards, remain valid.

For more information on BCD Travel's sustainability initiatives, please visit our website under www.bcdtravel.com.

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Section 1

Leadership Perspective

We believe businesses are a core building block of a healthy and productive society, something we all depend on both as individuals and as members of families and communities. Businesses have a role to play in improving the communities in which we live and work. That's why our corporate mission revolves around helping people and companies. It's why sustainability lies at the core of everything we do.

Success comes from a collaboration of many. The greatest accomplishments in business, science, sports, and society result from cooperation and shared purpose of an organization, entire team and population.

Great ideas and individual efforts kept in isolation become historical footnotes. When given a chance to work with others toward a common goal, people overperform. When given an opportunity to contribute to a higher purpose and to build upon one another's successes, people tap into a mysterious power and come up with remarkable innovations. This is why our commitment to sustainability has helped us attract and retain the top talent in our industry.

The recognition that collaboration offers advantage over individual efforts in isolation led us in 2018 to improve upon our prior year's sustainability efforts, including:

- **Top sustainability audit:** Collaboration with internal expert teams resulted in an 18% improvement in our overall score since first attaining EcoVadis Gold status in 2016.

- **Health & Safety:** Collaboration with global EHS coordinators resulted in OHSAS 18001 certification of 66% of our operations covering 79% of employees worldwide.

- **Plastic reduction:** Global employee collaboration in support of the UNEP's World Environment Day theme "Beat Plastic Pollution" led to greater environmental awareness and resulted in a 37% reduction in single-use plastics across all BCD Travel offices.

- **Sustainable Development Goals:** Collaboration with our partners, supporting SDG 17 (partnerships for the goals), helps them secure their future role in a global marketplace and ensures our clients receive seamless service throughout the world.

We continue to encourage our employees' efforts to improve their local communities through social investment and charitable activities. Our passion for creating the world we want is reflected in our global partnership with ECPAT, the leading organization seeking to end the commercial sexual exploitation of children. It's also reflected in the work of The John & Marine van Vlissingen BCD Family Foundation and our local charity projects.

Collaboration among our shareholders, management, employees, partners and clients has resulted in measurable progress in our sustainability program since its launch in 2007. Our success only encourages us to do more. Our approach to sustainability does not envision crossing a finish line; rather, we strive for ongoing and unending progress. Each year that we reach our sustainability goals, we raise the bar again.

On behalf of all our 13,800 creative, committed and experienced people working in concert across the globe, we're pleased to present our 2019 Sustainability Update in support of the 10 principles UN Global Compact and the Sustainable Development Goals.

John Snyder
President and Chief Executive Officer

Kathy Jackson
Executive Vice President of Global Program Management and Executive Chair of Sustainability

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Section 2

Awards & Recognition

- For the third consecutive year, our **sustainability efforts earned gold** (EcoVadis)

- John Snyder was named **Responsible CEO of the Year** for a Private Company (*Corporate Responsibility* Magazine)

- BCD Travel in Asia Pacific was awarded bronze for **Excellence in Fair and Equitable Employment Practices** (Human Resources Excellence Awards)

- We're the **Most Admired Travel Management Company** for a sixth time (elected by readers of *The Beat*)

- We were named one of **America's Best Employers for Women** (*Forbes*)

- We ranked 29 on a list of 100 companies **praised for flexible work** environments (Flexjobs)

- TripSource earned **top marks for app design** (Best Mobile App Awards)

- **TripSource won a Gold Stevie®** in the travel category (International Business Awards)

- We earned **Best Business Travel Agency** in Luxembourg and Belgium (TM Travel Awards)

- SolutionSource picked up the **Grand Prix Thalys** (Business Travel Honors — Les Lauriers du Voyage d'Affaires)

- We're among the **best employers in Germany** (*FOCUS* magazine survey)

- BCD is one of the **most popular service providers** for medium-sized companies in Germany (Wirtschaftswoche and Service Value)
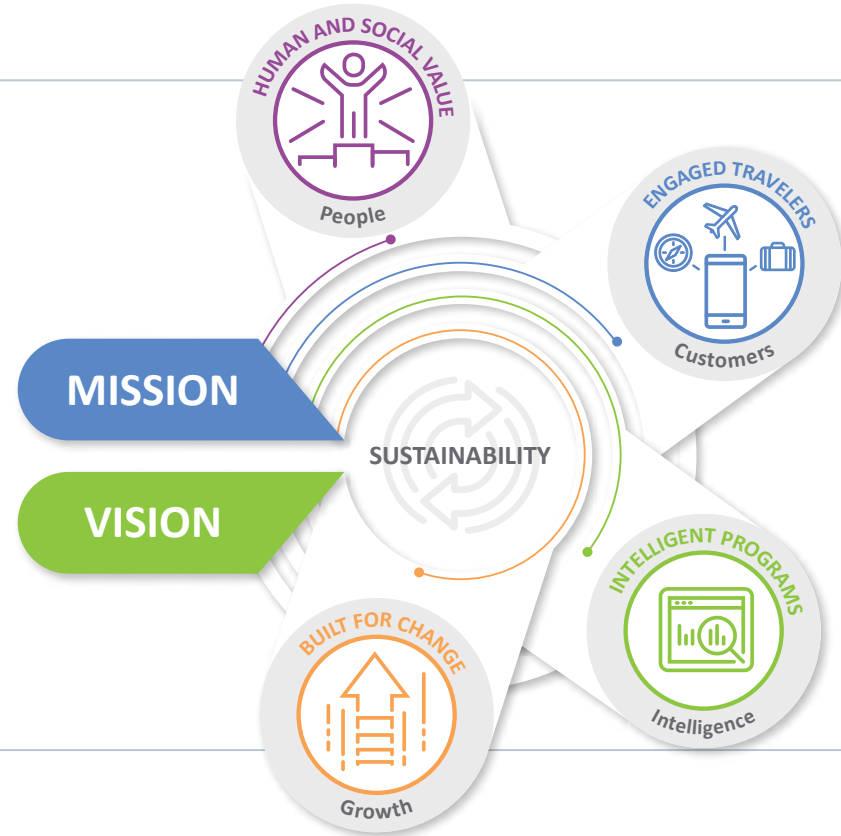
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Section 3

Our Approach

Our Strategic Direction

Our mission is to help people and companies travel smart and achieve more. **Our vision** is to be the world's most trusted and innovative travel management company.

As we grow, we have an obligation to ourselves, our clients and our communities to do so sustainably. **Sustainability** means that we ethically manage our environmental, social and financial responsibilities to ensure our ongoing business success—without limiting options for future generations. As our strategic direction moves us into that future, sustainability is at the core of everything we do.

sustainability

MISSION

VISION

HUMAN AND SOCIAL VALUE
People

ENGAGED TRAVELERS
Customers

SUSTAINABILITY

BUILT FOR CHANGE
Growth

INTELLIGENT PROGRAMS
Intelligence

WE SUPPORT
UN GLOBAL COMPACT

Why we support the UN Global Compact

A signatory to the UN Global Compact since 2008, BCD Travel continues to support the 10 principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence. In commiting to these principles—and in investing resources each year to compile our annual UN Global Compact report—we hope to enlist other companies globally to join the initiative to create sustainable organizations, sustainable governments and a sustainable planet.

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SUSTAINABLE DEVELOPMENT GOALS

Contributing to the Sustainable Development Goals (SDGs)

The SDGs were adopted in 2015 by the 193 United Nations (UN) member states. These 17 goals address economic, environmental and social impacts, and are designed to form a blueprint for good growth, nationally and internationally, by 2030. They're underpinned by 169 targets to help define progress. BCD Travel has supported this shared plan of action for people, planet and prosperity for two years. Through our strategic direction and business activities, BCD Travel contributes directly and indirectly to the achievement of the SDGs. We identified and prioritized five areas that are most relevant for our business:

1 NO POVERTY

No poverty (1) **End poverty in all its forms everywhere.**

Investment in community begins with individuals. We support our employees' efforts to improve their local communities through social investment, business relationships and charitable activities. Our passion for helping others also benefits our clients and produces business success. We're tapping that same passion to brighten the future for people around the world. The John & Marine van Vlissingen BCD Family Foundation is a global channel for raising and distributing funds to improve lives of people in need, with an emphasis on children's wellbeing.

The foundation works with L'Ecole de Choix in Haiti to offer high-quality education to impoverished children. The project aims to give them the opportunities to make an extraordinary impact on Haiti's social fabric, economy, non-profit environment and business sector. We fulfilled our 2018 financial commitment to the L'Ecole de Choix.

In 2018, we supported 35 projects around the world to help children in need in places where BCD employees live and work.

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4 QUALITY EDUCATION

Quality education (4) **Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.**

Creating a great workforce goes far beyond hiring top candidates. We've developed a comprehensive talent management program to nurture the qualified people we hire and help them reach their full potential as employees.

Our approach helps develop people who are driven to lead others and those who find their highest satisfaction in mastering their role in support of a bigger team. Because everyone, not just our company's leadership team, deserves opportunities to feel good about their contributions. Our Confident Self approach engages employees at all levels in developing the knowledge and skills they need to succeed in their current role and potential future roles.

Global training completions, 2014-2018

	2014	2018	% increase
Average training hours/person	5.32	13.72	61
Average courses/person	8.02	15.63	49
Completed courses - total	84,735	198,901	57
Unique participants	10,564	12,690	17

The competency curriculum identifies training that supports each job, from basic skills to specialized ones. Confident Self is rooted in the belief that employees will thrive in an environment where they are empowered to succeed, and that will create success for them personally and for the company.

5 GENDER EQUALITY

Gender equality (5) **Achieve gender equality and empower all women and girls.**

Diversity is an important factor in our business success. Globally, our staff is 70% female and 30% male, reflective of the traditionally female-oriented travel industry. Our workplace programs, including sponsorship, mentoring, training and coaching opportunities, help guide our employees to advance their skillsets and careers.

- We implemented a leadership training program for mid-level management to close the gender gap at higher levels within the company. 125 employees completed the 2018 program, an increase of 400% compared to the previous year. Women account for 70% of all management trainees.

- We partner with WINiT (Women in Travel), a nonprofit network of women and men promoting the visibility and mobility of women in the travel, meeting, event and exhibition industries. WINiT resources enrich BCD employees' professional education and career advancement by their online WINiT Classroom portal and the Mentor Program, which pairs mentors and mentees from different companies in the industry. 180 BCD Travel employees are active members, the largest group from any WINiT member company.

- In 2018, BCD was named to Forbes' list of America's Best Employers For Women, coming in at No. 73 of 300 companies.

- BCD Travel ranks 29th on a list of 100 companies noted for flexible work environments by *flexjobs*. One-third of employees work from home globally and 72% in the U.S., our largest market, affording staff the workplace flexibility they need to achieve work-life balance.

- BCD Travel partnered with ECPAT (End Child Prostitution and Trafficking) to help end sexual violence, exploitation and trafficking of children. **Twice as many girls than boys under 18** are victimized. We create awareness for this topic with our internal and external stakeholders.

13 CLIMATE ACTION

Climate action (13) **Take urgent action to combat climate change and its impacts.**

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.

Our global energy saving program, launched In 2016, supports the principles of sustainable development and aims to improve the environmental outcomes related to our offices and facilities. We continue to improve and monitor reduction targets for our business-related carbon emissions to meet our goal of a 10% reduction between 2016-2020. In 2018, we reduced carbon emissions by 2.25% compared to 2017.

We implemented a global environmental management system in all office locations. Sixty-six percent of our operations are ISO 14001:2015 certified, covering 79% of employees worldwide.

We offer a suite of environmental service offerings, such as carbon emission tracking, carbon offsetting and virtual collaboration solutions, to help our clients reduce their contribution to climate change. Traveler engagement consulting services help clients ensure their employees work together most effectively and avoid non-essential travel.

We report annually to the Carbon Disclosure Project (CDP), a global disclosure platform allowing us to measure and manage our environmental impacts. We measure our performance against sustainability objectives and determine progress made to reduce our environmental footprint. We achieved a B level Supplier Engagement Rating in 2018.

17 PARTNERSHIPS FOR THE GOALS

Partnerships for the goals (17) **Strengthen the means of implementation and revitalize the global partnership for sustainable development.**

We work with stakeholders to mobilize and share knowledge, expertise, and technology that support the achievement of the Sustainable Development Goals in all of the countries where we operate.

We partner with all sectors of the travel industry to enable people to travel. This involves the coordination between BCD Travel and technology partners, airlines, hotels and other suppliers. Together with industry partners, such as GBTA (Global Business Travel Association) and ACTE (Association of Corporate Travel Executives), we work to achieve better industry regulations and cooperate closely on issues such as climate action, travel risk and duty of care.

Our global presence covers 109 countries worldwide; 29 are wholly owned, 80 are local partner agencies including risk and developing countries. We help our partners secure their future role in a global marketplace and ensure our clients receive seamless service throughout the world.

We focus on training, introducing new technologies and products, and streamlining processes, allowing the agency to generate efficiencies and cost savings.

We work with our partner agencies to implement local sustainability initiatives that align with our global sustainability management system. As part of our extended supply chain, their compliance to our Supplier Code of Conduct is mandatory to meet our and our clients' sustainability expectations.

We started a training program in 2017 to educate our partner agencies and to assist them in the implementation of local sustainability initiatives. Many have participated in an external assessment by independent auditor EcoVadis confirming their improvement and the success of our mutually beneficial partnership.

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.

Overview

All BCD Travel employees are expected to behave with integrity at all times. We create 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. 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.

Long-term commitment

We will further develop our governance, compliance and ethics programs to cover global operations and demonstrate transparency and leadership to all stakeholders. We will continue to place a high value on information security because it demonstrates corporate stewardship of the data entrusted to us by our customers and employees.

Highlights

- Code of Conduct training completion rate covering all regions reached more than 98%.

- Continued the review of BCD Travel's Global Group Policies in line with the new Policy Governance Process.

- Introduced a Global Harassment policy.

- Participation in annual security awareness training reached 97%.

- The Global Information Security Policy and Global Information Security Standard manuals were reviewed and updated.

- 90% of employees participated in GDPR training.

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, and those requirements relating to our services, processes, or functions such as supply chain or regulatory compliance.

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

• ISO 14001:2015 environmental management
• OHSAS 18001:2007 occupational health and safety
• ISO 27001:2013 information security (data center)
• ISO 9001:2015 data quality
• Business Ethics Code of Conduct
• Global Groups policies
• Global Information Protection Policy
• Privacy policy
• Supplier Code of Conduct

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

Information Security and Data Protection

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. 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.

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.

In 2018 we successfully completed the ISO 9001:2015 and ISO 27001:2013 surveillance audits and the SSAE16 SOC 1 type 2 audit report for 2018. The number of countries that achieved PCI DSS merchant certification reached twenty-five.

Some initiatives and focus areas of BCD Travel's global privacy program:

• Appointed a Global Data Protection Officer (DPO) and other privacy representatives.

• Implemented a consolidated data management tool to assess and track our data processing activities.

• Developed and implemented an assessment process to meet applicable privacy requirements and to ensure internal consistency and coordination between departments, Including Impact assessments where applicable.

Compliance with anti-corruption laws • Ethics and business conduct • ISO certifications • International trade controls and compliance • Sustainability Principles • Strategic direction • Supplier Code of Conduct • Environment, Health & Safety Manual • UN Global Compact Report – Communication on Progress

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Business governance, ethics & compliance	Further develop our governance, compliance and ethics programs to cover global operations; demonstrate transparency and leadership to all stakeholders.	Achieve ISO 14001 and OHSAS 18001 accreditation in all locations. Continue the multi-year review and update of global groups policies; include sustainability criteria where appropriate.	66% of our operations are ISO 14001 and OHSAS 18001 certified covering 79% of employees worldwide. Seven global groups policies were reviewed and communicated to all employees.	Continue the multi-year review and update of five global groups policies; include sustainability criteria where appropriate. Revise Code of Conduct refresher training to include a section on the new Global Groups Policies. Roll out Code of Conduct, Non-Compliance Reporting Policy and SpeakUp System to all employees in recently acquired markets.
IT governance & data protection	Continue to protect 100% of 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.	Roll out GDPR data protection training to 100% of staff to develop awareness and instigate strict data protection controls in accordance with GDPR.	90% of all staff have completed training on GDPR.	Implement new security solutions to protect our key systems and information such as URL filtering, Web security services, DLP cloud deployment and endpoint detection and response tools.
Sustainability governance	Continue to improve sustainability performance throughout all areas of our business.	Continue to improve sustainability initiatives to increase our EcoVadis Gold score. Carry out assessments on 25% of suppliers and partners. Roll out updated sustainability training course to all employees.	Improved our EcoVadis Gold score by 3%. Assessed 28% of suppliers/ partners. Completed development of an environment, health & safety training course; rollout in Q2 2019.	Transition from OHSAS 18001 to ISO 45001; complete ISO 45001 certification in 100% of all wholly owned countries. Maintain EcoVadis Gold rating.

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Section 5

Workplace Practices

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 talented employees.

Overview

We want to create an environment that encourages and enables our people to develop to their fullest potential. We exemplify this through safe, ethical and progressive working practices where our employees achieve personal growth, and our business thrives in tandem.

Long-term commitment

A safe and healthy work environment is a top priority. We respect and proactively support the human rights of our employees. We will create a high-performance inclusive culture, integrating realistic talent development initiatives and opportunities in accordance with our employees' suggestions and comments.

Highlights

- We launched a Global Human Resources Information System (GHRIS) as part of our company's digital transformation. GHRIS not only saves time but also helps improve data integrity and security with stringent access protocols to protect our employee's information.

- To help fill BCD's talent pipeline with next-generation professionals, we heightened focus on apprentices and trainees. Attracting new talent with fresh ideas is one of the best ways for the industry to meet future challenges. Globally, we aim to improve by 4% the first-year retention rate for employees 30 years old and younger.

- We uphold our duty of care for our employees in the office and while they're traveling for business. We provide traveler tracking, crisis and emergency response support, and security awareness and education. Enhancements within our TripSource® mobile application proactively advise travelers about potentially risky situations and allow us to quickly reach them when disruptions occur. Travelers can immediately report on their safety and wellbeing and request assistance.

- We introduced a short, weekly, real-time global employee engagement survey. Employee responses to questions about our company culture provide insights we use to track and refine company benchmarks, create fulfilling jobs and make better decisions about changes that matter to our employees.
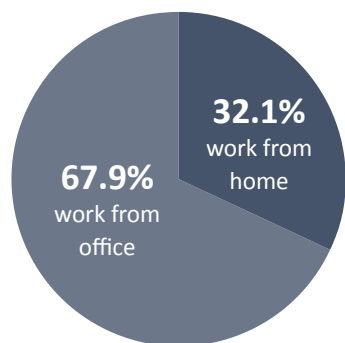
Training

We continue to provide people more and better ways to learn. We strive 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 blended learning via Knowledge Hub, boosting the rich and relevant training available across the globe.

We continue to build on existing initiatives that make great people want to stay with us. Job enrichment and gender diversity are key.

To address the gender balance at higher management levels, we expanded our leadership training program to strengthen the mid-level management. 125 employees went through the program in 2018, an increase of 400% over the previous year. 70% of management trainees are women so the best candidates for leadership positions in the future will likely be women.

Through this program, we hope to achieve a better gender balance on an executive level, while simultaneously retaining our current women employees and encourage even more to join us.
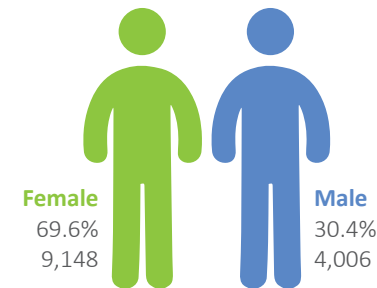
Workplace Flexibility

32.1% of employees globally work from home. Our flexible work policy supports working from home and shared parental leave, helping our employees accommodate their priorities outside of work.
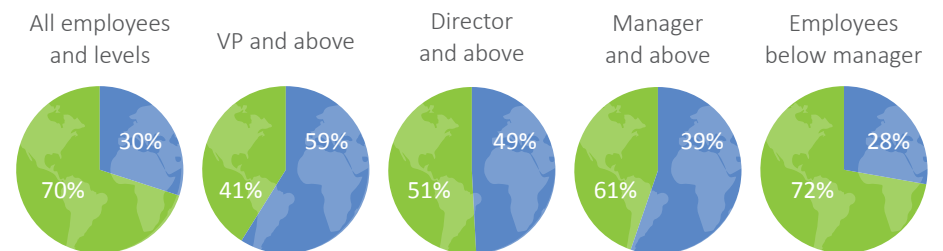

32.1% work from home

67.9% work from office

Global training completions, 2014-2018

	Completed courses	Unique participants	Average courses per person	Average time spent training per person
FY 2018	198,901	12,690	15.63	13.72 hrs
FY 2017	189,995	12,711	14.95	12.83 hrs
FY 2016	146,589	12,129	12.09	11.93 hrs
FY 2015	146,967	12,006	12.24	10.73 hrs
FY 2014	84,735	10,564	8.02	5.32 hrs

Global gender

Female 69.6% 9,148

Male 30.4% 4,006

Gender by level

All employees and levels	VP and above	Director and above	Manager and above	Employees below manager
30% / 70%	59% / 41%	49% / 51%	39% / 61%	28% / 72%

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Talent management	Foster a high-performance inclusive culture that develops talent to excel in our organization. Build on talent management initiatives to enrich our people's work environment and put them on a clear path to professional growth.	Reach 90% of the target audience with activated online learning accounts for managers and above; achieve 5 hours of online learning for 50% of activated accounts. Improve development at Manager and Senior Manager level through the Challenge program; increase the number of participants by 50%.	Reached 81.9% of activated users at manager level and above; achieved 5.8 hours of online learning for 50% of activated accounts. The participation rate of Managers and Senior Managers in the Challenge program increased by 65%.	Extend the Challenge development program to Director and Senior Director level to increase their focus on people, management and strategic direction. Achieve a 12% participation rate in the program.
Health and safety	Focus on providing our employees with a safe and healthy work environment. Work with our people to find the work-life fit that's best for them, creating a flexible workplace that serves the requirements of both the company and the individual.	Complete OHSAS 18001 certification of all wholly owned countries.	66% of our operations are OHSAS 18001 certified covering 79% of employees worldwide.	Achieve ISO 45001 certification in 100% of wholly owned locations. Improve the focus on employees' occupational health and wellbeing requirements. Introduce three new commitments for employee wellbeing.
Employee engagement	Build an engaged workforce that generates ideas and innovations and encourages stronger performance so that we may better serve our customers. Create a culture that inspires, motivates, and rewards people for their performance.	Pilot the new employee engagement tool in test markets; implement throughout all wholly owned countries by December 2018.	The new employee engagement tool was successfully implemented in 100% of all wholly owned countries. Participation in weekly engagement surveys reached 75%.	Ensure our Employee Engagement Score (eNPS) is 25 or higher, to match or exceed the True Benchmark for our organization. Improve by 4% the first-year retention rate for employees 30 years old and younger.

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Human rights	Respect and proactively support the human rights of our employees.	Create a global Equal Employment Opportunity policy as part of our global HR policies. Continue to promote gender equality with a focus on women in travel. Increase awareness of our support of ECPAT and The Code to protect childrens' rights; encourage all employees to participate in human trafficking online training.	Rolled out Equal Employment Opportunity and Global Harassment policies in 100% of our global operations. Participated in a number of fora to encourage the advancement of women in travel notably, WINIT, Fast Forward 15. Educated our staff and some of our clients on our partnership with ECPAT and how we must all play our part. 1,232 employees have completed human trafficking training to date.	Establish a BCD Travel – Women of Distinction Award to coincide with the UN International Women's Day to maintain a focus on successful women and spotlight gender equality. Continue to educate our employees, suppliers and customers on ECPAT and The Code.

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Section 6

Environment

We're dedicated to promoting environmentally sound travel practices that help minimize waste and reduce harmful emissions to the air, water and land.

Overview

We are a global company, but our stakeholders include local neighbors. Our approach to environmental stewardship therefore attends to local aspects and regional differences, while considering universal impacts, such as greenhouse gas (GHG) emissions.

Long-term commitment

We recognize the risks presented by climate change and remain 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.

Highlights

In 2018, we expanded our environmental reporting to measure and report our progress across five industry-accepted reporting platforms:

1. **EcoVadis:** Achieved our third Gold rating; of the four assessed themes, we scored highest in Environment.

2. **United Nations Global Compact:** Communicated our performance against Principles 7, 8 & 9 and reported on our commitment to SDG 13- Climate Action.

3. **GRI:** Reported against the requirements of the GRI (Standards 101, 102, 103 & 300).

4. **Carbon Footprint Verification:** We measure and report our carbon footprint annually. The verification process is performed by an external auditor who helps us develop better measurement tools to reflect more accurate results.

5. **CDP:** Achieved a Supplier Engagement Rating of B in 2018.

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Green data centers

225,710 kWh	**33.5% reduction**	
	149,994 kWh	**10% reduction**
		134,995 kWh
August 2016	August 2017	August 2018

Carbon footprint: **895.92t/CO2e**

ISO 14001:2015 certified

Physical server decommissioning - in progress (83%)
273 of 342 identified servers have been decommissioned.

Virtualization: Virtual server roll-out = **91% complete**

Sustainable operations

It is imperative that we conduct business in an operationally efficient way. Our global energy saving program supports the principles of sustainable operations and aims to improve the environmental performance of our offices and facilities.

Reducing single-use plastics by 25% across our global locations was one of our environmental goals in 2018. We tied this goal to our company-wide support of the World Environment Day theme: "Beat plastic pollution. If you can't reuse it, refuse it." We used our global communication channels to educate staff on ways to reduce plastic usage.

Single-use plastic water bottles were banned and replaced with filtered water solutions or individual reusable bottles. Plastic cups for coffee and water were replaced with glassware and coffee mugs. Employees were encouraged to not to bring plastic bags, cutlery, drinking straws or plates into the office.

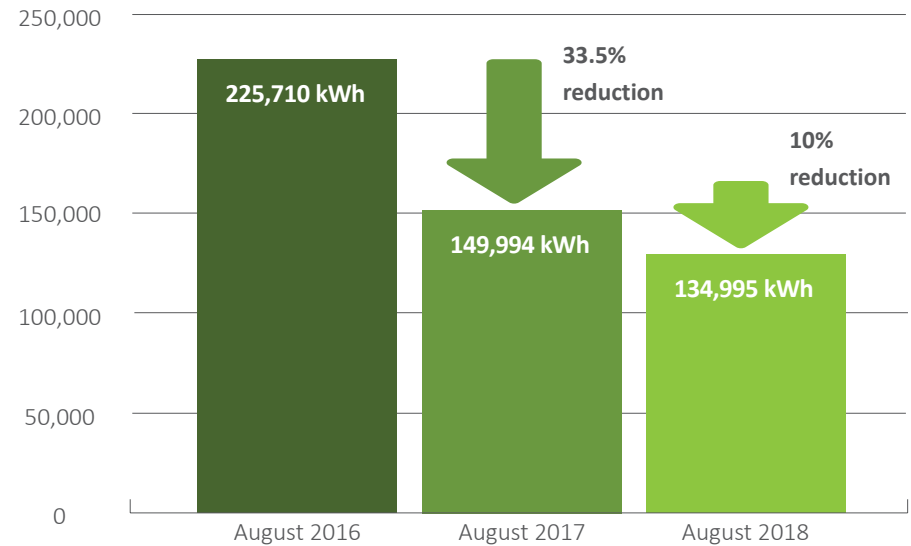The result was a 37% reduction in single-use plastics.

Global staff travel emissions

Business miles traveled: **33,518,132**
Tons of CO2e: **6,992**

% of green electricity used in our offices globally = **28.12%**

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Energy reduction	Reduce our operational energy performance and carbon emissions by 10% (2016-2020) through improved energy management. Reduce the carbon footprint and energy usage requirements in owned data centers.	Develop science-based carbon targets across all areas of our operations to look at further ways to constantly monitor and reduce our carbon footprint.	Reduced carbon emissions by 2.25% compared to 2017. Achieved ISO 14001 data center re-certification in December 2018.	Reduce our carbon emissions by 2.75% compared to 2018. Develop science-based carbon targets across our operations to look at further ways to constantly monitor and reduce our carbon footprint.
ISO 14001 certification	Establish policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations.	Achieve ISO 14001 certification in 100% of our wholly owned operations.	66% of our operations are now ISO 14001 certified covering 79% of employees worldwide.	Achieve ISO 14001 certification in 100% of our wholly owned operations. Engage with clients and stakeholders to share areas of good practices, and continually improve our systems and processes.
Environmental awareness	Promote environmental awareness at locations worldwide, concentrating on reducing our biggest environmental impacts. Reduce the use of single-use plastics by 80% throughout our global operations.	Rollout of environmental training course to all employees through our online learning system Knowledge Hub. Support UNEP's World Environment Day. 2018 theme 'Beat Plastic Pollution- if you can't reuse it, refuse it'. Reduce use of single-use plastics by 25%.	Global environment, health & safety training course developed and will be rolled out to all staff in 2019. Global awareness campaign and employee initiative in support of the UNEP's World Environment Day theme "Beat Plastic Pollution: If you can't reuse it, refuse it." Reduced single-use plastics by 37% across all locations.	Rollout the environment, health & safety training course to all employees. Phase-out use of single-use plastics by 100% over a 3-year period (2018-2020). Measure employee engagement in our environmental program.

Section 7

Sustainable Procurement

By building mutually rewarding partnerships with our supply chain, we contribute to our own business sustainability and that of the people and planet.

Overview

We carefully select suppliers who demonstrate responsible business practices based on ethical, environmental and social criteria. Our expectations in the areas of human rights, labor standards, the environment and ethical business practices are outlined in our Supplier Code of Conduct. We encourage our suppliers to promote our shared values of sustainable procurement within their own supply chain.

Long-term commitment

Our commitment is to ensure that all partners and suppliers align their sustainability objectives with our own. As part of our multi-year objective, we will continue to assess our supply chain's compliance with our Supplier Code of Conduct requirements.

Highlights

- Continued the partner sustainability training program initiated in 2017.

- Improved the sustainability rating of partners re-assessed by EcoVadis.

- Carried out sustainability assessments on 28% of our direct suppliers of goods and services and partners.

- Continued our support of the UK Modern Slavery Act enforcing our zero-tolerance approach to modern slavery within our own operations and our supply chain

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Suppliers and partners help us achieve our goals and they're critical to our success. We continued to expand their development and engagement during 2018.

In 2017, we initiated a training program to improve sustainability practices in our major partner agencies. A system of training, support and sharing of best practices was implemented, leading to a better alignment with our global sustainability initiatives and an EcoVadis assessment. This reliable and repeatable process successfully confirmed their improvement, and we will continue to work with more of our partners agencies in 2019.

To date we assessed 32 partners using EcoVadis.

ecovadis

EcoVadis assessments focus on 21 issues which are grouped into four themes - environment, labor & human rights, ethics and sustainable procurement.

Our 2018 goal was to help our partners improve their individual EcoVadis rating by 25% within three years.

• 5 partners achieved improved ratings higher than 25%

• 3 partners achieved a bronze rating, 6 silver, 1 gold

• 8 out of 10 reassessed partners scored higher than the EcoVadis average

28% of our direct suppliers of goods and services were assessed against Supplier Code of Conduct requirements.

All supplier contracts include security and data protection requirements. These requirements set out technical and organizational measures to ensure appropriate security for BCD Travel and client data against misuse and loss.

124 strategic and key technology suppliers are continuously monitored to ensure that these requirements are being met.

Information security supplier risk assessments are also performed during supplier onboarding. Thereafter, continuous monitoring of suppliers' risks, using a best in class security rating platform, desktop and on-site assessments are carried out as part of our supplier security risk program.

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Supplier compliance	Ensure all partners and suppliers demonstrate responsible business practices. Align suppliers' social, ethical and environmental responsibilities with our own ethical goals and objectives.	As part of our multi-year objective, we will continue to assess 25% of our suppliers and partners in 2018. Continue to increase the number of partners and global suppliers that have signed our Supplier Code of Conduct to more than 85%.	Assessed 28% of our largest suppliers based on annual spend. 88% of global suppliers and partners have signed our Supplier Code of Conduct.	Carry out assessments on 25% of our suppliers and partners.
Sustainable procurement	Increase awareness of sustainability issues (environmental, ethical and social considerations) within our global procurement and sourcing processes.	100% of global procurement staff will be trained on the contents of the policy and how to assess suppliers as part of the procurement process.	All procurement staff were trained on the new global procurement policy.	Include Supplier Code of Conduct compliance in annual supplier contract agreement reviews. All members of the Global Procurement team to participate in a sustainable procurement training course.
Data protection in the supply chain	Continue to develop controls to protect the integrity of the data we hold and to demonstrate compliance to ISO 27001, PCI DSS and U.S. Privacy Shield.	Carry out an annual audit to review suppliers' performance; include strict data protection requirements within global sourcing policies and supplier/partner contracts.	Audits carried out on 124 strategic and key technology partners. Updated privacy- and security-related requirements in supplier contracts and global sourcing policies.	Review external provider and suppliers' performance regarding data quality and risk. Supplier risk reports to be reviewed and updated for 100% of all key technology suppliers.

BCD · travel

Section 8

Service Performance

Customers judge their experience with BCD Travel in terms of cost, quality and service reliability. They measure how closely our innovative solutions anticipate their business travel requirements.

Overview

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

Long-term commitment

We are committed to deliver optimal service, products and performance value to our clients and to improve travel program environmental and social impacts. We provide enhanced quality data to our travelers, empowering them to make smart choices through effective engagement strategies.

Highlights

- Increased the number of registered TripSource® users to 875,000, an increase of 28% compared to 2017. TripSource is our award-winning digital trip management platform. Both an app and a web experience, the robust tool allows clients and travelers greater control over the trip experience.

- We launched SolutionSource®, a marketplace of authorized technology solutions that extend the corporate travel program and implemented SolutionSource® capabilities for 25 clients, surpassing our target.

- Increased the participation rate in our traveler engagement survey by 52%.

- Created BCD Energy, Resources and Marine Travel and relaunched BCD Government Travel to meet specific sector travel program requirements.

BCD travel

Success for BCD and our clients depends on our continued commitment to being simple, digital, adaptive and global.
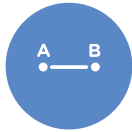
Simple
We simplify our business operations and our development strategies to increase efficiency and enable digital transformation.

Digital
We evolve our products, services and platforms to focus and capitalize on that digital transformation.

Adaptive
We're ready to adapt when it adds value, defining and actively pursuing business models and organizational competencies that will keep BCD relevant long into the future.

Global
We grow and focus our global network on consistent, superlative customer experiences.

When it comes to travel, business risk comes in many forms: lost productivity, frustration and personal safety. We use **TripSource®** to get important information about travel-related incidents to travelers just when they need it, and let them tell their company they're safe if trouble strikes.

Collecting traveler feedback gives us a better understanding of how we're doing, so we can improve solutions, processes and training to boost satisfaction. With robust program and traveler satisfaction surveys now in place across the globe, our focus is on giving internal teams direct, targeted access to customer feedback — and on driving action plans based on that input. Continuous, targeted improvement across all of our traveler touch-points sits at the heart of our customer experience vision.

With the launch of **SolutionSource®**, our clients can easily integrate third-party technologies to create custom programs for their specific needs. These partnerships allow our customers to optimize program spend, influence traveler behavior, drive operational efficiencies and improve duty of care.

Energy, Resources and Marine Travel

We extended our global travel management service to companies operating in the Energy, Resources and Marine (ERM) sectors.

ERM travel managers face the need to adapt to regular last-minute travel changes, access content that isn't typically available in the GDS, adhere to billing requirements unique to their individual projects, arrange complex logistics that go beyond traditional agency booked travel (e.g., chartered flights, buses, helicopters) and provide duty of care to a workforce scattered farther and wider than those in other industries.

We address these unique needs with:

- Dedicated, specialized ERM travel counselors and 24/7 agent availability to assist travelers all over the world

- Access beyond traditional GDS content including specialized marine and offshore content, regional content, low-cost providers and non-traditional housing

- Traveler tracking and asset mapping for duty of care

- Incident and country risk mapping, impact alerts and access to a global crisis management team

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Products and services	Deliver optimal service, products and performance value to our clients; improve travel program environmental and social impacts.	Increase the number of clients using our Total Collaboration Management offering. Increase travel security offerings through DecisionSource®.	Combined TCM programs with clients through traveler engagement contracts. Continued to educate clients' travelers on the benefits of travel alternatives. Improved messaging and alert capabilities in the TripSource mobile app using data provided through DecisionSource®.	Expand travel program offerings, including sustainability initiatives in the ERM and government sectors.
Fast, high-quality data	Provide enhanced quality data to our travelers.	Continually improve quality processes to successfully attain our quality targets.	Transitioned to ISO 9001:2015 quality accreditation for Global Data Quality Services, including collection, conversion, cleansing, validation, quality control and development & support.	Review external provider and supplier performance (adherence to data specification). Data quality scorecard - enhance the data quality dashboard to provide additional data to enable more granular filtering.
Client satisfaction and stakeholder engagement	Empower travelers to make smart choices through effective engagement strategies.	Continue to increase participation in traveler engagement surveys to provide internal teams with direct, targeted feedback to improve solutions, process and client satisfaction.	181,536 completed our traveler satisfaction survey. We followed up with dissatisfied travelers to understand and remedy any reported problems.	Enhance the customer experience by providing more targeted program recommendations based on issues and opportunities noted in traveler satisfaction survey feedback.

BCD travel

Section 9

Charity & Community Support

Company charitable initiatives like the Haiti Project and individual good works by BCD employees around the world express our passion for helping others far beyond collecting money. With almost 13,800 people in 109 countries, we can make a significant impact in our communities.

Overview

Our commitment to charity and community support extends to:

- Funding and supporting global and local charitable causes for children in need.

- A global partnership with End Child Prostitution and Trafficking (ECPAT), the leading international organization seeking to end the commercial sexual exploitation of children.

- Taking action for local environmental activities.

Long-term commitment

Helping others and giving back reflects our Strategic Direction focus on building human and social value. It's also integral to our sustainability principles. We continue our support to the John & Marine van Vlissingen BCD Family Foundation, a non-profit organization whose mission is to improve the lives of people around the world, with an emphasis on helping children.

Highlights

- Fulfilled our 2018 financial commitment to the School of Choice/L'Ecole de Choix in Haiti.

- With our business partners, we hosted golf tournaments in the U.S., EMEA and Mexico whose proceeds supported the Haiti Project and other charities.

- Collaborated with business travel suppliers and other TMCs on opportunities to raise awareness and help put an end to the trafficking and sexual exploitation of children.

- Launched on World Environment Day 2018, we campaigned to reduce single-use plastics by 25% across all BCD locations. We exceeded our goal, ultimately reducing our offices' consumption of single-use plastics by 37%.

Local charity projects

Together with our shareholders, John and Marine van Vlissingen, we currently run 30 charitable projects worldwide. These small, targeted projects directly benefit children in communities where we live and work.

Projects in UK/IE (8)

BCD UK Manchester: A smile for a child
BCD Travel UK: The Muscle Help Foundation, New Life, Giving Tree Appeal
BCD Travel UK/IE: WellChild Helping Hands, The Pace Centre, Colnbrook School, Family Friends

Projects in EMEA (4)

BCD Travel Belgium: Bednet
BCD Travel France: Reves
BCD Travel Germany: Balu und Du
BCD Travel Israel: Phototherapy for Children at Risk Experiencing Double Trauma

Projects in NORAM (6)

BCD Fedex Office Memphis: Hope House Day Care
BCD Travel US: Atlanta Children's Shelter, Students Run Chicago
BCD Travel M&E: Me fine Foundation, Thumbuddy Special, BackPack Buddies

Projects in LATAM (10)

BCD Travel Argentina: Tu Amigo Invisible en el Chaco
BCD Travel Costa Rica: Chirripo, Daniel
BCD Travel Ecuador: Fundacion Juvilus
BCD Travel Guatemala: Organizaction de Obras Sociales de Hermano Pedro
BCD Travel Mexico: Aldeas Infantiles SOS
BCD Travel Nicaragua: Asociacion de Padres de ninos y jovenes diabeticos de Nicaragua, Aproquen
BCD Travel Peru: Qallariy (Quallariy Nieveria Huachipa)
BCD Travel Venezuela: Escuela Musical Estrellas de Birongo

Projects in APAC (2)

BCD Travel Australia: The Smith Family
BCD Travel Singapore: House of Olive Lead

Focus area	Long-term commitment	2018 objective	2018 result	2019 objective
Local communities	Strive to create a better world by improving the lives of people around the world, with an emphasis on helping children.	Continue to support charitable projects worldwide.	The number of projects increased by 7%. We supported 30 initiatives around the globe.	Increase the number of local projects by 20%.
ECPAT	Raise awareness for children's human rights by supporting ECPAT and The Code.	Increase awareness of our support of ECPAT and The Code to protect children's rights; encourage all employees to participate in human trafficking awareness training online.	Educated our staff and some of our clients on our partnership with ECPAT and opportunities to get involved. 1,232 employees have completed human trafficking awareness training to date.	Continue to educate our employees, suppliers and customers on ECPAT and The Code.

"Child abuse is widespread, and as a business travel company, we're in the unique position to support the battle against it. Our teams and clients are all over the world, and we have many frequent travelers who can be the eyes and ears for ECPAT, The Code and all children at risk."

— Claire Stephens, Senior Director, Global Program Management

For information regarding this report please contact:
Sharon Dirks
Director of Sustainability
sharon.dirks@bcdtravel.de