



Annual Responsible Business Report

June 2016



About this report

Since the foundation of its Responsible Business commitments in 2012, Carlson Wagonlit Travel (CWT) has been continuously developing and building its Responsible Business program, helping to ensure that Responsible Business is firmly engrained in the way we do business.

Although the publication date of this report is June 2016, unless otherwise indicated, all initiatives, stories, accomplishments and the detailed performance disclosed are for the calendar year of 2015. The report includes wholly-owned CWT premises and joint ventures where CWT has an active presence.

This is our fourth annual RB report and it gives a detailed account of our robust RB governance structure and strategic framework, along with an overview of our approach to sustainability. Furthermore, the report provides a comprehensive review of our RB performance and activities in 2015. In our inaugural global RB report in 2013, we set a number of objectives that were to be

achieved by 2015; this report assesses our performance against those objectives. CWT has committed to a new set of RB objectives for 2020, which are also shared within this report.

This report has adopted a thematic approach to communicating CWT's RB strategy, commitments, performance, activities and goals. See here under.*

CWT is a signatory of the United Nations Global Compact (UNGC), and this report serves as our annual Communication on Progress. The report is written in accordance with the GRI G4 guidelines (core level), for which an index which can be found at the back of the document.

*

We think...

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

We did...

Our performance against our objectives.

We live...

How we demonstrate that RB is being 'lived' by our people.

We said...

Our past statements of commitment and our 2015 objectives.

We do...

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

We will...

Our commitments for future performance and accomplishments, driven by our new 2020 RB objectives.



The report is available on CWT's corporate website at www.carlsonwagonlit.com
We welcome your feedback, suggestions and questions.

To learn more about Responsible Business at CWT,
please contact us at: responsiblebusiness@carlsonwagonlit.com

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01

Introduction



Message from the Chair of Carlson's Board



Diana L. Nelson,
Chair, Carlson

"The Carlson Board, CWT Leadership Team, and CWT employees around the globe know that we are differentiated by our shared passion for Responsible Business and our commitment to leadership in these initiatives."

As Carlson Board Chair, I am proud and honored to introduce CWT's annual report on Responsible Business. I salute CWT as the Responsible Business leader in the business travel industry and thank CWT colleagues around the world for their positive impact in this important domain.

Carlson has a long and deep commitment, spanning three generations of family leadership, to operate our businesses with respect for our employees, the worldwide community and the natural environment. CWT embodies these principles and has truly embedded Responsible Business practices at the core of the enterprise. It is gratifying that the EcoVadis benchmark for Responsible Business has provided external validation for this commitment, naming CWT among the top 13% of best

performing companies worldwide, with particular commendation for ethics and sustainable environmental practices.

We have accelerated the success of our Responsible Business efforts by engaging our employees, educating our travelers and customers, measuring our progress, and partnering with experts to leverage leading edge research and knowledge to enhance our programs. We will continue to build on this momentum to further our ambitions and impact.

We also align with other companies that seek to serve as positive global citizens. The United Nations Global Compact is an important forum for convening like-minded partners. As a signatory to the Global Compact, we are guided by its principles on human rights, ethics, the environment, combatting corruption and the fight against human trafficking. ►►►

Message from the Chair of Carlson's Board (cont'd)

▶▶▶ Ending human trafficking is an area that has long been a focus for our company. Carlson was a founding member of the World Childhood Foundation which protects at-risk children around the globe and Carlson was also the first North American hospitality and travel company to sign The Code of Conduct for the Protection of Children from Sexual Exploitation. We have been encouraged that other companies in our industries have followed our lead. As a recent Global Study on the Sexual Exploitation of Children in Travel and Tourism clearly found, there is still much work to be done, particularly in educating business travelers. CWT has been leading by example since 2012, adding travel alerts to nearly 300,000 itineraries each year to educate business travelers on how to report suspected cases of child sexual exploitation.

Our culture of service works hand in hand with our Responsible Business initiatives. This is evident, for example, in the more than 37,000 volunteer hours provided by our employees worldwide in 2015. We have also partnered with our suppliers to reduce our negative impact on the environment and worked with others in our industry through International Tourism Partnership (ITP) working groups to provide guidance on important social and ethical issues facing our industry.

Supporting our Responsible Business efforts also continues to be a major area of emphasis for our Corporate Giving initiatives through the Carlson Family Foundation. Each year the Foundation makes significant grants to support job creation, workforce development programs, educational opportunities, environmental initiatives and industry-leading initiatives to eliminate human

trafficking. These initiatives are transformative and create shared value for the company and communities in which we operate through unique and innovative partnerships. A new partnership is with an organization called Orphaned Starfish, which provides survivors of abuse and trafficking with key vocational skills and a pathway to economic independence.

The Carlson Board, CWT Leadership Team, and CWT employees around the globe know that we are differentiated by our shared passion for Responsible Business and our commitment to leadership in these initiatives. I hope that you will enjoy learning about our efforts in 2015 and promise that we will continue to allocate human and financial resources to drive performance, innovation and impact in Responsible Business.

[Diana L. Nelson](#), Chair, Carlson

Message from the President & CEO of CWT



Kurt Ekert
President & CEO, CWT

"Upon joining the company in April 2016, it immediately became clear that Responsible Business is an integral part of the CWT culture and the way we do business. I'm excited about the journey ahead that will see us further reinforce our position as the Responsible Business leader within the industry."

It is evident that Responsible Business has become a part of how CWT operates and is firmly engrained in the way we think and act. Our accomplishments have meant that we are now recognized as being the leader for Responsible Business within the travel sector.

Our global Responsible Business governance plays an instrumental role in ensuring our policies and objectives are well implemented, but it is through the engagement and active participation of our employees that we are truly "Living Responsible Business". This is obvious in this year's report, where we communicate CWT's Responsible Business activities as experienced and told by our people.

In 2015, CWT again earned a Silver rating from EcoVadis¹. Our strong performance and steady progress means we are now ranked in the top two percent for ethics and three percent for environmental practices within our industry. We strongly believe in extending our Responsible Business approach to our stakeholders.

¹ EcoVadis is a consultancy that assess organizations' environmental, social and ethical performance.

² Global Reporting Initiative G4 guidelines to "core" application level. See table on pages 82 to 83.

Our customers, suppliers and business partners are all increasingly making ethics and sustainability a part of their business strategy while seeking to improve their performance, and we remain committed to fully supporting them as they progress.

CWT continues to embrace the Ten Principles of the United Nations Global Compact (UNGC), of which we are a signatory. The UNGC sets standards for organizations on human rights, labor, environment and anti-corruption, and these are incorporated in our Responsible Business strategy. We also report in accordance with the GRI G4² guidelines, ensuring that we communicate our performance on material issues and follow a globally recognized reporting standard.

We have accomplished a lot since the launch of our Responsible Business program and recognize that there is still much more to be done. With the commitment and dedication of our worldwide teams, I am confident that we will achieve our objectives and continue to be the industry-leading Responsible Business – one where Business and Responsible Business are synonymous.

A stylized, handwritten signature in black ink, appearing to read 'K. Ekert'.

Kurt Ekert, President & CEO, CWT

About CWT

Driving global commerce and providing peace of mind

Introduction ● ● ● ● ● ● ● ● ● ●

Gone are the days of the travel management company acting simply to fulfill travel requests. We are now in the business of people. CWT identifies and recognizes travelers as unique individuals with unique requirements.

We strive to provide fast access to data and analytics that help our customers get the most value from the bespoke programs they share with CWT while providing travelers with the highest levels of service and security while they are out there on the road.

Every day CWT uses insights gained from our people and our unique products to help us shape the best ways in which we can combine services and technology to better serve the needs of our clients and their travelers. Our customers know we are with them every step of the journey.

We have two primary lines of business in which we operate: Business Travel and Meetings & Events. Our business travel portfolio comprises the CWT Business Travel service, the consulting arm (CWT Solutions Group) and our specialized business travel services for unique sector requirements (CWT ERM). Our other business line is CWT Meetings & Events.

Business Travel



We are the global leader in business travel, present in over 150 countries. We exist to get people to where they need to be, so you and your travelers can fulfill your business objectives.
www.carlsonwagonlit.com

Meetings & Events

CWT Meetings & Events

We are a global leader in creative meetings and events management, present in 75 countries, offering events, venue sourcing, group travel and strategic meetings management.
www.cwt-meetings-events.com



We understand and help supply specialized travel services for the energy, resource and marine sectors.
www.cwt-energy-resources-marine.com



CWT Solutions Group

We are a team of consultants that helps deliver you efficiencies in travel procurement through innovations in supplier sourcing, data intelligence, traveler engagement and mobility.
www.cwt-solutions-group.com

For more information about CWT, please visit our global website at
www.carlsonwagonlit.com
Follow us on Twitter
[@CarlsonWagonlit](https://twitter.com/CarlsonWagonlit)

About CWT

2015 key facts and figures

2015 was a challenging year for the industry due to the continued difficult economic climate and falling oil prices. Nevertheless, thanks to the hard work and dedication of our team members worldwide, CWT was able to deliver a solid set of results.

CWT increased its new business sales to US\$1.7 billion. CWT's transactions were stable at 61.4 million. Overall sales volume reached US\$24.2 billion, reflecting the significant curtailment in travel expenses by energy customers. Excluding the impact of the energy portfolio, transactions increased by 1.3 percent.

CWT maintained its strong client satisfaction scores with travel manager satisfaction of 90 percent, combined with an 88 percent traveler satisfaction rating and a 94 percent retention rate.

2015 key facts and figures

+150

Global leader present in more than 150 countries

19,000

Employees worldwide

See more about our performance in 2015 at:
www.youtube.com/watch?v=6I3JagfQzWM

61.4m

Transactions including JVs

US\$1.7bn

New sales in Business Travel

27,500

Events organized



560,000

Registered users on award-winning app CWT To Go



94%



Client retention

Awards & Recognitions

CWT's Responsible Business program recognized as industry-leading by EcoVadis

EcoVadis has recognized the Responsible Business (RB) practices of CWT by putting it at the very top of the Silver Corporate Social Responsibility (CSR) rating for the second year in a row.

This rating further confirms CWT's RB leadership position among travel management companies, as well as more widely in the travel industry, including travel agencies, tour operators and reservation services.

EcoVadis provides an independent rating of companies' CSR activities in the four areas of environment, labor practices, fair business practices and sustainable procurement. EcoVadis commended CWT's performance across the board and noted outstanding performance in two categories in particular: fair business practices and the environment.

A Leader in Responsible Business

Among all Travel Management Companies 

Fair business practices TOP 2% 

Environment TOP 3% 

EcoVadis Silver Rating



Top 2015 Responsible Business Accomplishments

 Reinforcement of our environmental reporting worldwide

 Continued, robust and systematic training on our ethics policy

 Implementation of a global responsible purchasing program

 Launch of our Living Responsible Business program

"Yet again, CWT has shown a strong performance and steady progress in their sustainability efforts. They are in the top 2 percent for ethics and 3 percent for environmental practices in their industry, which is outstanding. This should demonstrate to their clients they are proactively mitigating risks and are well positioned to seize new sustainable business opportunities. Over the past several years, CWT has consistently improved on the topics described in their EcoVadis scorecard improvement areas. If CWT continues to prioritize their improvement actions as they have thus far, they will almost certainly continue to increase their ratings in the future."

David McClintock,
Marketing Director, EcoVadis

Key awards and recognitions from around the globe in 2015



CWT Hong Kong recognized as a "Caring Company"

The Hong Kong Council of Social Service awarded the Caring Company Logo to CWT Hong Kong in recognition of their commitments in the following areas: Caring for the Community, Caring for Employees and Caring for the Environment. This is the fourth consecutive year the Hong Kong office has received the award.



CWT named Best Corporate Travel Agency

CWT Asia Pacific was named "Best Corporate Travel Agency 2015" in the Travel Trade Gazette (TTG) Travel Awards. This is the fourth consecutive year that CWT has received this prestigious title, winning it also in 2002, 2007, 2012, 2013 and 2014.



CWT wins prestigious awards for chocolate brand incentive

CWT Meetings & Events France has been awarded two titles at the prestigious Grands Prix KRéA 2015 – Best Incentive (public vote) and Best Incentive (jury vote). The Grand Prix KRéA is run by magazine *Meet-In*, with winners chosen through an online vote by readers of the publication and a jury of events and meeting experts.



CWT named "Best Travel Management Company"

CWT UK & Ireland were winners at the 2015 Business Travel Awards, being given the title of "Best Travel Management Company" among companies with more than £200m UK annual sales.

02

Responsible Business Strategy & Governance





For us, Responsible Business is a key strategic part of our organization and is one of the areas that strongly differentiates us from other business travel companies.

Over the past few years, we have continued to make significant progress by bringing together best practices across all of our Responsible Business domains. We have established a comprehensive strategic framework for Responsible Business, which is supported by CWT's robust global governance model, including continual support and involvement of the organization's most senior management.

It is important we ensure that our Responsible Business program focuses on the most relevant and important issues that face our organization, society and the environment in general. For this reason, we have determined the areas most important to CWT and its stakeholders. These inform our strategic approach and are embedded in our Responsible Business domains, key priorities, long-term commitments and 2020 objectives.

Going forward, our aim is to continue to build on the momentum we have already established, remaining the leading responsible business in our industry. In 2015, we launched the next phase of our Responsible Business strategy, which focuses on further embedding our Responsible Business values deeper and more widely across the Group. Through our “Living Responsible Business” approach, we aim to help employees better understand what being a Responsible Business means at CWT and how each and every one of us can contribute, through our daily work activities and the decisions we take.

Ongoing commitment to the Ten Principles of the UNGC



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

Responsible Business strategic framework

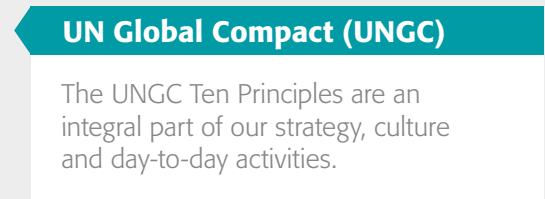
Materiality

How we determine what Responsible Business means to us:
Regulations; core values;
employees and external
bodies' feedback and trends.

How we determine what Responsible Business means to us:
Regulations; core values;
employees and external
bodies' feedback and trends.

Connecting with those who have most impact on our business:
Employees; customers;
suppliers; partners;
local communities and others.

A global governance network comprising:
RB Council; Global RB Team; RB Subject
Matter Experts; RB Ambassadors and
RB Country Correspondents.



The UNGC Ten Principles are an integral part of our strategy, culture and day-to-day activities.

GRI ensures we foster a consistent approach to managing RB issues, impacts and performance. We use G4 guidelines at core application level.

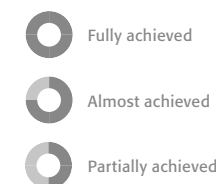
Provides guidance on how we operate in a socially responsible way.




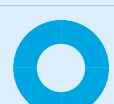



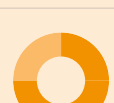

We said and we did...










CWT has a holistic approach towards Responsible Business.

The Responsible Business strategy is divided into seven distinct but integrated domains. Each domain is built upon a long-term commitment and specific 2015 objectives that were published in 2013.

A full review of our performance against each of the objectives can be found in the table that follows, and a historic timeline shows some of our most significant accomplishments since our Responsible Business program started in 2012.

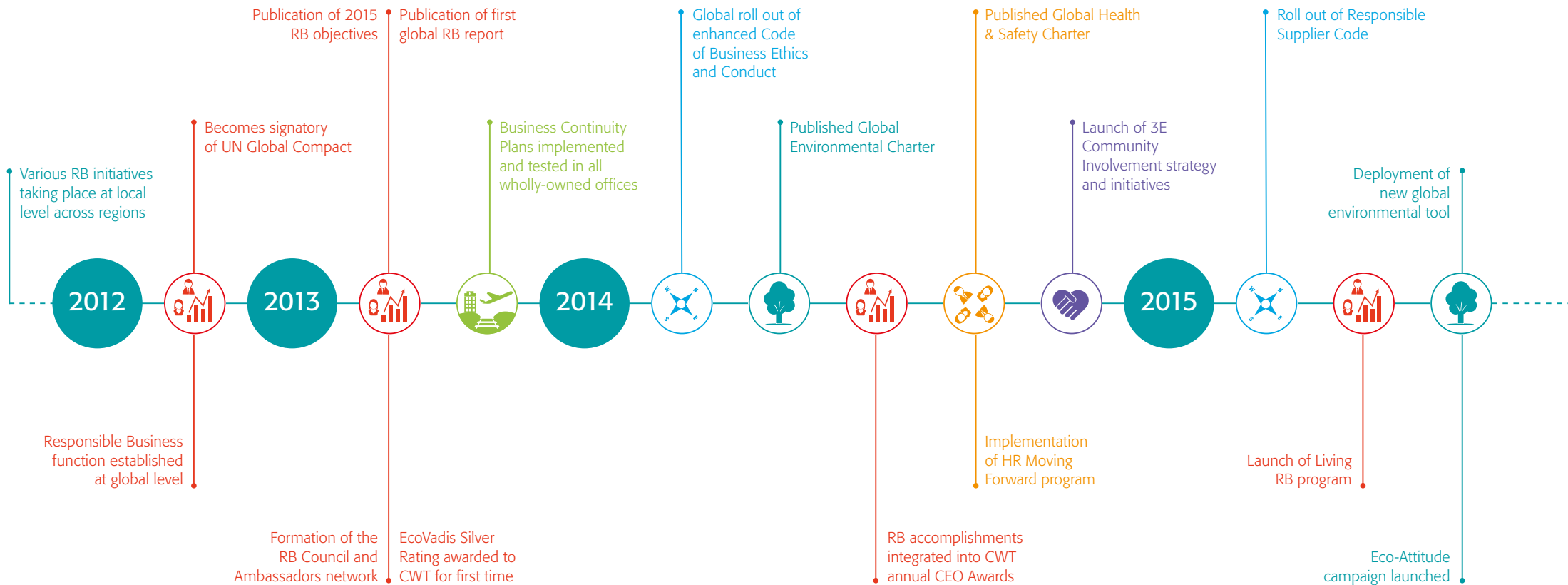


Domain	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2015
Ethics & Business Behavior 	Business Ethics & Compliance	1 Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles	All employees are periodically trained to our ethics and compliance policies	
		2 Spread the word to our key stakeholders about our ethics and zero tolerance approach	Our set of global policies is fully deployed and their implementation monitored and regularly tested	
	Privacy & Data Protection	3 Maintain a secure business environment for a global data and privacy protection program	Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data	
Human Resources and Human Rights  	Diversity	4 Leverage diversity as one of CWT's major assets	Further expand diversity and inclusion initiatives in all regions	
	Employee Engagement	5 Cultivate a highly engaged workforce	Reach the level of best performing companies	
	Human Capital Development	6 Establish workforce readiness to deliver against future business needs	Ensure leading edge development planning to our talents worldwide	

Domain	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2015
Environment 	Energy & Carbon Management	7 Develop an environmentally responsible culture	Ensure full deployment of a Responsible Business training, including a module on Environment	
		8 Measure our global carbon footprint	Measure the total Greenhouse Gas (GHG) emissions of the countries representing at least 70% of the company's overall revenue	
		9 Implement a global environmental strategy	Reduce by 10% the GHG emissions per employee vs 2012. Define a 2020 target in 2015	
Responsible Products & Services 	Responsible Portfolio	10 Contribute to our clients' CSR/Responsible Business ambitions and promote sustainability	Offer an innovative suite of responsible products and services	
	Business Continuity	11 Ensure a robust Global Business Continuity management system	CWT to fulfill with the requirements of the best standards and norms in the domain such as ISO 22301	
		12 Establish a best-in-class crisis management approach	Become the reference in terms of crisis management in the travel industry	
Community Involvement 	Corporate Community Involvement	13 Care for the communities where we live and work, and contribute to their development through our skills and expertise	Deploy CWT's "g/local" approach and 3E* strategy worldwide *Education, Emergency, Essential needs	
Responsible Business Governance 	Global Responsible Business Governance	14 Ensure progress transparency	Monitor and report our progress on an annual basis as from 2013	
		15 Integrate Responsible Business into our activities	A network of RB Ambassadors and a Responsible Business handbook are fully deployed	

We did...

Our Responsible Business journey



We do...

Responsible Business approach

CWT believes that a robust Responsible Business governance framework is a fundamental requirement for delivering its Responsible Business strategy.

We have established a comprehensive governance structure, composed of a Responsible Business Council, the Global Responsible Business Team, Responsible Business Subject Matter Experts, and Ambassador and Country Correspondent networks that ensure the robustness of our RB governance framework, carefully ensuring accountability and alignment across the company. Our people form an integral component in how we shape our Responsible Business (RB) strategy and policies. Through their actions, commitments and feedback, we as a company "Live Responsible Business."



Governance bodies

RB Council

Chaired by the President & CEO and mostly represented by Executive Team members along with representatives from various functions. The council has oversight on the RB strategy and lends support to the program and its initiatives. They ensure that RB is embedded into the fabric of the company and meet approximately six times per year.

Global Responsible Business Team

The Global Responsible Business team is at the heart of the RB framework. It is responsible for determining and coordinating the RB strategy across the organization, which includes sharing good practices, analyzing and communicating performance, liaising with internal and external stakeholders and developing specific programs that ensure RB is "Lived" throughout the company.

RB Subject Matter Experts

Specialists and owners of the various RB domains and technical areas define specific objectives and develop action plans to ensure CWT reaches its RB objectives.

RB Ambassadors

Our 10 Ambassadors are spread across the three CWT regions and the various business functions. They are primarily responsible for communicating the strategy within their relevant functions and regions. They also help to mobilize and support local management and the RB network and facilitate information sharing, such as best practices. Virtual meetings are held around six times per year.

RB Country Correspondents

Approximately 80 CWT team members act as geographically-defined point-of-contacts, interpreting and adapting RB programs and initiatives to meet local needs.

We do...

The many faces of #ILiveRB

Screenshots taken from employee "selfie" videos, filmed during Living Responsible Business Week in September 2015.



We live... Getting people involved

The APAC Rainbow Team is a cross-functional group of CWT employees mobilizing staff around the Asia Pacific region to get involved in responsible business activities. The commitment of the APAC Rainbow Team and the individual country ambassadors is exceptional, and their passion and collaboration made it possible to exceed all of their 2015 objectives. Some of the results were: 1,436 volunteers participating in 65 employee-led RB activities across the region; the dedication of 5,700 man-hours to RB activities APAC-wide; and US\$34,500 (in cash and/or kind) donated to beneficiaries across the APAC region. In recognition of their incredible commitment and passion, the APAC Rainbow team won the CEO award in February for the Responsibility Business Category.



"Responsible Business is part of our organization's DNA and it helps me connect and feel a sense of belonging."



Julie's story

Global Program Manager **Julie** takes real pride in the Asia Pacific Rainbow Team.

"We deal with the full spectrum of Responsible Business here. That's seven different domains," she explains. "Like a rainbow, we reflect happiness and diversity."

How did she get involved? "I was new to the company. Like anyone would, I wanted to find a good way to connect and belong. So I began to take part in Rainbow Team activities. It wasn't long before I wanted to play a bigger role."

Today, Julie leads the "Responsible Products and Services" domain in APAC. "As a Program Manager, who's in contact with clients, I'm passionate about this," she says. "We can shape the conversation across the industry." This is exactly what the Rainbow Team has been doing, through initiatives that have exceeded expectations in terms of employee engagement and volunteered hours.

When asked about outstanding moments, Julie doesn't hesitate. "Hosting a donation drive for The Food Bank Singapore.

We worked with our industry partners, Sabre and The Association of Corporate Travel Executives. The participation was overwhelming. People worked on

everything, from marketing the initiative to taking food to the warehouse to be distributed to charities."

Julie thinks involvement is high because colleagues communicate well. "We always get support, especially from our management team who lead by example and encourage their teams. Then you have our amazing marketing team, using social media channels like Yammer to spread the word. Technology really keeps everyone in touch with what's happening."

"Rainbow Team offers me a way to give something back," says Julie. "I think others feel the same way. It's a meaningful way to use your spare time. And you can't put a price on seeing the smiling faces of everyone we support."

So what message does Julie have for others who want to share this feeling? "Responsible business is part of our organization's DNA. So if you haven't had the chance to volunteer in any activities, the time is now. Get in touch with your team. You'll be made welcome. There are so many ways to get involved and make an impact."

Julie Cedo is Global Program Manager, Asia Pacific and a member of the APAC Rainbow Team. She is based in Singapore.



We will...

Each of the RB domains have their own key priorities, long-term commitments and 2020 objectives.

You can find more about what we are doing in each of our RB domains in the respective chapter dedicated to it within this report, or by visiting our CWT corporate website.

With the closing out of our 2015 objectives, we have already begun to focus on our future achievements. As an initial first step, we have defined a set of high-level objectives for 2020. During 2016, a clear action plan will be developed by the

RB governance bodies to give further details about what the objectives will entail and how we will achieve them. Below is a brief summary of the new 2020 objectives and how they support our long-term commitments.

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

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

03

Ethics & Business Behavior



We think...



Lauren Aste
Executive Vice President & General Counsel

"Ethics is how you act at every moment, even when no one else is looking."

26,636

employee training hours through virtual and online sessions

95%

of all employees completed online training for the Code

At CWT, we hold ourselves and everyone we work with to high standards of ethical conduct. Integrity is one of our core values. We have built an ethical culture by doing business in an open and honest way and by taking the right steps to achieve results. This starts with having the necessary standards and organizational structure in place.

At the foundation of the Ethics and Business Behavior program is the CWT Code of Business Ethics and Conduct (the Code). Every year, our employees are required to take online training to familiarize themselves with the Code and other existing guidelines and policies, which are continually reviewed and updated. 2015, for example, saw the launch of our Responsible Supplier Code, which clearly lays out the standards CWT expects of its suppliers and other partners.

Overseeing the implementation of Ethics and Business Behavior standards and processes is a dedicated Global Compliance team, responsible for driving the employee training program and overseeing compliance at the operational level. The Global Compliance team is accountable to the Board of Directors and the Business Conduct Council (BCC).

The BCC is the highest level compliance governance body at CWT. It is chaired by CWT's President & CEO and includes members of CWT's Executive Team.

Also within the scope of the Ethics and Business Behavior program are data privacy and information security. Due to the large volume of client and traveler information that CWT handles, highly robust procedures and mechanisms are in place to help ensure that personal information is kept safe and secure. The effectiveness of our systems is regularly tested. In 2015, an annual Cyber Security Awareness Week was launched to educate employees and deliver training materials.

CWT has invested heavily in its Ethics and Business Behavior program. This is reflected in our fully achieving all 2015 Responsible Business objectives in that domain, a year ahead of schedule. This level of competency and performance was recognized by EcoVadis, who ranked CWT among the top two percent of companies in the fair business practices category for our 2015 performance.

[illegible]26 Carlson Wagonlit Travel

We do...

Our Ethics and Compliance program

The Ethics and Compliance function at CWT is integrated and designed to help detect and prevent violations of the law, respond to potential issues, proactively deter problematic behaviors and actions, as well as reduce the likelihood of unethical activity by employees, partners, contractors, officers and directors.

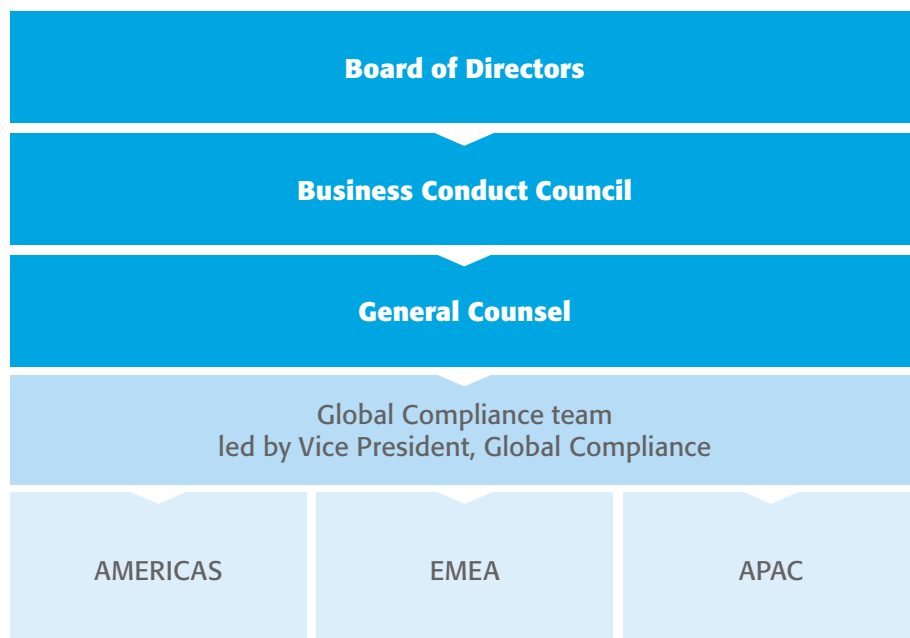
A robust governance structure is in place to ensure we continuously uphold high ethical standards across the company.

A dedicated Global Compliance Team is responsible for the deployment and updating of various policies and procedures, including the [Code of Business Ethics and Conduct](#). Our Code of Business Ethics and Conduct, which is available in 17 languages, stipulates the work conditions and

behaviors that CWT expects of all stakeholders. To help ensure that the Code of Business Ethics and Conduct is adhered to, the Global Compliance team ensures that appropriate training and awareness is provided to all employees and regular monitoring of performance – including internal and external review – takes place.

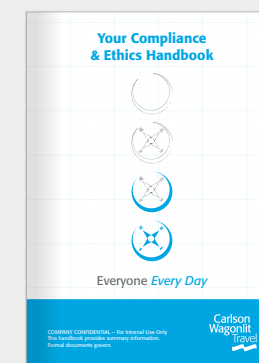
In addition to the Code of Business Ethics and Conduct, employees are expected to adhere to and receive training on other CWT policies. These include policies on Prevention of Corruption and Anti-Competitive Practices, Conflicts of Interest, Gifts & Entertainment and Trade Association Membership. Policies are regularly updated to ensure they are in line with industry practices. In 2015, a supplement to the Conflicts of Interest Policy was launched, along with a new Outside Board Membership Policy. A suite of tools are in place that ensure non-compliance with the policies are dealt with discreetly and fairly, including the CWT Ethics Helpline, testing exercises and animated awareness vignettes.

To learn more about CWT's global policies on ethics and compliance and the CWT Ethics Helpline, refer to pages 33 and 34 of our [2013 Responsible Business Report](#).



The Compliance and Ethics Handbook – Everyone Everyday

Although more formal documents provide compliance and ethics governance standards, in 2015, CWT published a quick-reference, online resource known as the Compliance and Ethics Handbook. The handbook provides an overview of charters, policies and procedures, along with practical do's and don'ts for all employees. In addition to being available in English, the handbook has been translated into eight other languages: Chinese, Dutch, French, German, Italian, Polish, Portuguese and Spanish.



We do...

The Responsible Supplier Code

Deployed in 2015 and available in six languages, CWT's Responsible Supplier Code sets out the ethical, compliance, social and environmental standards for our non-trade suppliers, and allows CWT to help mitigate risks in our supply chain.

The Responsible Supplier Code details what CWT expects of its suppliers, in all of their activities on behalf of CWT, to operate in full compliance with international standards and local regulations. Beyond mere regulatory compliance, the CWT Responsible Supplier Code goes further, drawing upon internationally recognized standards that advance social and environmental responsibility. The primary objective of the CWT Responsible Supplier Code is the requirement that each non-trade supplier acknowledges compliance with CWT's Responsible Business standards. It captures the minimum requirements CWT expects of its suppliers. In addition to the Responsible Supplier Code, 2015 saw the implementation of the new Global Non-trade Procurement Policy which helps to standardize and improve CWT's procurement processes.

WebEx training sessions for both policies have been delivered to teams that engage with suppliers, including Sourcing, Legal, IT and Finance. Furthermore, a module of the training has been made available on CWT's online learning tool for all employees to access.

CWT's strong Silver Rating from EcoVadis is supported by our highly-rated responsible business practices and performance. It is anticipated that the effective deployment of our Responsible Supplier Code will further strengthen our efforts in this area while also helping to ensure we are continuously meeting our clients' expectations regarding our supply chain.



"CWT's Responsible Supplier Code sets out the ethical, compliance, social and environmental standards for our non-trade suppliers."

We live... Secure data in a changing world

Data and information security are a key priority for us as employees and the trust put in us by our clients are the cornerstone of our business model. To put our information security processes to the test at CWT, Neil's team regularly run drills to ascertain the risk and likelihood of information or data security breaches occurring at CWT. These tests also serve as a way to educate employees about the importance of information security and help them understand what they need to do to minimize risks.



Neil's story

Ask **Neil** why his work matters and you're left under no illusion.

As CWT's Senior Director of Information Security Management, Neil is on the frontline against the increasing threat of cyber-attacks and data protection breaches. And he's been taking serious action.

By running data security drills across the business, Neil and his team have learned a lot about the challenges we all face – not just in our industry but in the wider world. "We did this to improve ourselves," explains Neil. "Because, no matter your role, there's always the opportunity to do things better."

"Collecting personal information is key to what we do," Neil continues. "It gets clients to where they need to be. But if this falls into the wrong hands, you're not just dealing with the matter of financial compensation. You're facing a damaged reputation."

So what did Neil's drills achieve – and were they a success? "It was a positive for everybody and it felt great to see the processes we've put in place at work. Of course, I'm never really satisfied. I guess that's part of my job," he says. "But I see every drill as successful. You're always learning."

Asked about the support he's had, Neil is clearly happy. "Senior Management really got behind this. What stood out was that we all worked together at every level. The want and the desire is there, and it's fantastic."

As a result of these drills, he sees an increased awareness of security across the business. "It's all about diligence. Our people are more receptive to anything that looks suspicious – and they're taking care to minimize the risks. From the moment they report anything, we can work to resolve and learn from it."

Neil knows there is always more work to do, but that's something he thrives on. "There's never a dull moment in a role like this. It's really exciting for me to see how we adapt to a constantly changing world. We're doing all we can to keep data secure, and that's definitely rewarding work."

Neil Kelly is CWT's Senior Director, Information Security Management and is based in Minneapolis, US.



"It's really exciting for me to see how we adapt to a constantly changing world. We're doing all we can to keep data secure, and that's definitely rewarding work."

04

Human Resources and Human Rights



We think...



Jean-Luc Duchemin
Executive Vice President, Global Human Resources

"Our people are the heartbeat of our company. We recognize this and are continually developing ways to better engage, support and develop our employees while ensuring that we attract a talented and diverse workforce for the future."






CWT's overall aim is to attract, develop, engage and retain the best employees for our business and support them throughout the employee lifecycle.

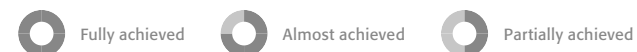
One key success factor in delivering our ambition is enhancing the HR experience for our people. We are on a transformation journey to optimize this experience by streamlining global processes, introducing a new HR service model and implementing global state-of-the-art HR tools.

Our commitment to employee engagement continues. The engagement survey allows us to collect employee views and feedback in a structured way, and we have seen steady progress year-on-year. In 2015, we saw a significant increase in the engagement survey feedback scores of non-managers. Moving forward, we will be changing the frequency of the survey to once every two years to allow people more time to assess results and make improvements. We will also adopt a more dynamic listening process through the introduction of more frequent pulse surveys around specific topics.

In addition, managers at CWT regularly assess the competency and development needs of each individual. In 2015, we introduced a new approach to performance management globally, aimed at supporting managers in their role of developing and assessing their teams. We also design and run a wide range of programs to support our employees' development, ranging from leadership development to traveler counselor onboarding.

We said and we did...

2015 Objectives	Completion	Performance Summary
Diversity – Further expand diversity and inclusion initiatives in all regions.		Good progress has been made to develop our diversity and inclusion programs. Our global recruitment process is designed to prevent discrimination. We were able to establish Diversity and Inclusion Councils in two of our three regions and have plans to implement the third going forward. Cultural diversity is embedded in our refreshed CWT core values and we will continue to address diversity and inclusion as part of our 2020 objectives.
Employee Engagement – Reach the level of best performing companies.		For the past several years, we have steadily increased our engagement score. Even though we have not yet fully achieved the level of best performing companies, we are constantly improving our approach to measurement and action planning to ensure that we improve in key areas. Of particular note in 2015 is the significant increase in engagement among non-managers and the introduction of a best-practice sharing forum on Yammer.
Human Capital Development – Ensure leading-edge development planning to our talents worldwide.		<p>We have significantly enhanced our development planning process for talents, expanding the scope from executives and senior leaders to include people managers. Our view is that success comes first from training our management team, who in turn, encourages the ongoing development of other team members.</p> <p>We have merged our development process with our performance review and planning procedure. This has helped to implement a more integrated performance management cycle for individuals and their managers to operate under, using the HR Connect tool to facilitate this.</p>



CWT has embarked on a multi-year program to enhance the HR experience of managers and employees and ultimately improve the ways in which we attract, develop, reward, retain and engage all employees worldwide. Through this program, we are gradually aligning global HR processes, transitioning to one single online platform and reshaping the HR function.

In 2015, we went live with our new HR tool, *HR Connect*, and opened two of the three new CWT HR Service Centers, one in the Philippines and another in Costa Rica. At present, 15 countries are supported by our new HR services team made up of highly-skilled CWT employees and HR professionals. Through this project, we are also improving efficiency and reducing administrative complexity through the harmonization of payroll services in 24 countries and counting.

A key component of this project has been the introduction of *HR Connect* – a highly secure cloud-based Oracle solution covering all aspects of HR administration from an employee database to performance management, recruitment, learning, timesheets and absence management. To date, *HR Connect* is available in 16 countries and has a user base of over 5,000 employees. Usage of this one-stop-shop system is growing every day, with over 25,000 visits to the portal per month.



HR Connect

One tool. All you need.



We do...

Engaging and involving our employees

Employee engagement is the extent to which an organization has captured the hearts and minds of its people. It's a tough measure and one that is centered on helping companies understand the best ways to manage their people in order to build and sustain strong business performance.

The Employee Engagement Survey allows team members worldwide to provide feedback anonymously on their experience of working for CWT across a number of different categories. In 2015, our response rate was a very healthy 78 percent and the results showed that we have made improvements in nearly all areas, and scored particularly well in those areas on which we had specifically focused: innovation, supervision and employee promise. A particular highlight this year was the significant increase in non-manager engagement scores— who account for 85 percent of the CWT population. We aim to continue to improve our feedback scores until we reach the top quartile of best performing companies and are developing action plans on a team, regional and functional basis to ensure that we get there.

Engagement social network

To support teams in creating robust actions plans and engagement efforts, CWT deployed a dedicated social network forum – as part of the CWT internal social network Yammer – that focuses on tips for engaging teams through action planning, sharing of best practices and celebrating successes. It was established to provide additional support and encourage dialogue among team managers, not only on the occasion of the Employee Engagement Survey but all year round as well. The aim is to keep the forum active and to extend the reach across different teams even further in 2016.

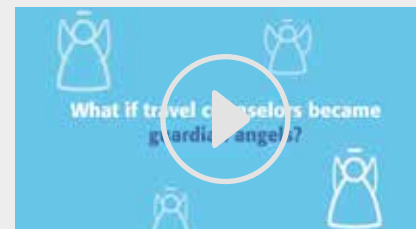
+500

ideas collected from employees in just three weeks

CWT Spark!

Another significant engagement initiative in 2015 was the launch of a new, leading-edge idea-management platform.

CWT Spark! is a digital innovation tool that allows CWT to ask employees questions, set challenges and capture great ideas to help tap into growth in our business – and possibly even open up new career opportunities. The initial launch was in May 2015 and employees from anywhere within CWT were encouraged to participate. In just three weeks, employees suggested nearly 500 innovative ideas for generating additional revenue. By the close of the first business idea challenge, around 4,000 employees have participated and over 31,000 interactions (including comments, votes, views) were generated. The CWT executive committee reviewed these and selected four winners, two of which went on to become active projects within the organization.



See our *CWT Spark!* video at: www.youtube.com/embed/L0-RXUjruHA

Voice of travel counselors

How was your work experience today?



Complementing the annual Employee Engagement Survey, we developed an additional way of evaluating employee well-being through daily Pulse Surveys.

Each day, travel counselors in 33 countries are prompted upon logging into an application to express their current level of workplace satisfaction by selecting among four different emoticons with a click of a mouse. There have been nearly 180,000 responses to date, over 85 percent of which have been "Very Happy Faces" or "Happy Faces". Simple tools such as these help managers check in on the well-being and engagement of our people on a daily basis.

Fostering diversity, inclusion & equal opportunity

Over 100 nationalities are represented at CWT – as diverse as our global footprint. This cultural diversity helps broaden our corporate perspective and vision.

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

The Americas and APAC regions have long set up Diversity and Inclusion Councils whose purpose is to encourage diversity and inclusion in CWT's corporate culture. In EMEA, countries and offices are encouraged to develop diversity and inclusion schemes, such as *La Mission Handicap & Diversité* program in France, which is featured in the "We Live" part of this chapter.

Spotlight on Americas' Diversity and Inclusion Council



In the US, the Diversity and Inclusion Council has established Employee Partner Networks (EPNs) that connect people who have particular areas of focus, often from under-represented groups. Some of these include:

LUNA (Latinos Unidos Network Association; established in 2012, 60 members in US and Canada) – supporting the professional and personal development of Latino/Hispanic employees.

GET (Generations Excellence Team; established in 2012, 35 members) – ensuring that the knowledge and expertise of all generations, from baby boomers to millennials, is fully leveraged and shared.

LGBTQA Alliance (Lesbian, Gay, Bisexual, Transgender and Allies; established in 2013, 50+ members) – work together to raise the profile and promote the development of members of LGBTQA community, both within CWT and the wider community.

AATP (African American Travel Professionals; established in 2014, 14 members) – a forum that helps to increase the visibility and promote the professional development of African-Americans, both at work and in the community.

We do...

Fostering diversity, inclusion & equal opportunity

Bringing the best candidates to CWT

Our people are our most valuable asset, and CWT aims to hire and retain the most talented people who embrace working in a collaborative, multicultural environment. We believe that the more diverse a workforce is, the more benefits it will yield. Our recruitment and retention efforts are focused on ensuring that we have the best and most engaged employees, because committed employees stay longer, perform better and serve as company ambassadors to other prospective employees. Over the past three years, we successfully rolled out a standard global recruitment process, talent management system and career website aimed at obtaining a level of recruitment quality that is consistent across all countries where we operate.

In 2012, we launched an employer brand initiative and campaign tagged *My journey. My CWT.*, targeted to the most talented internal and external candidates. In the simplest of terms we asked our own people to tell candidates why they are proud to work for CWT. We continuously share and promote our employees' stories and have obtained a lot of success through social media campaigns, particularly on LinkedIn where we have consistently ranked in the upper tier of their Talent Brand Index (TBI) among a select panel of world-class companies. As of December 2015, our TBI was 24 percent – a growth of 14 percent over the same period of last year.



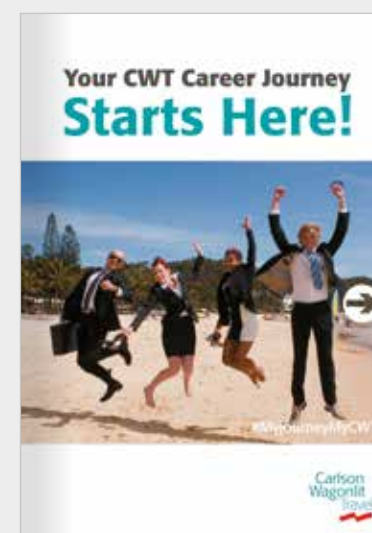
Visit *My journey. My CWT* at <http://careers.carlsonwagonlit.com/jc/external/en/global/>

Attracting millennial talents in Poland

Poland is a key market for CWT in terms of recruitment as we have not only a Traveler Service Center, but it is also the location of our EMEA HR Services Hub.

In Poland, there is a high demand for talented candidates with international experience and foreign language skills. To assert our presence in the Polish job market and capture the attention of talented candidates, our EMEA Talent Acquisition team implemented a two-pronged action plan: create talent pools for recurring needs in Poland and broaden awareness about CWT through employer branding. Expanding on the foundations set by the *My journey. My CWT.* campaign, recruitment efforts were bolstered to include participations in campus management and job fairs aided by brochures, job ads and other communications collaterals.

Solid results were achieved as evidenced by an increase of 13.3 percent of LinkedIn followers over a seven-month period and a stronger presence in Poland's number one job board. This translated to an increase in number of applications received as well as development of robust partnerships with schools.



Travel counselors are at the core of our business as they make up nearly two-thirds of our workforce.

CWT's Travel Counselor of the Future initiative has mapped out the key skill sets and experience needed for travel counselors, helping us to target and select the best possible candidates. This year, we introduced a standard assessment and interview approach to ensure fairness and consistency in our candidate selection process. In 2015, we launched a pilot in five countries and will be expanding further globally.

The Travel Counselor of the Future initiative is complemented by a specially-designed recruitment and onboarding program, called *JOIN!*, which stands for *Join Our Industry Now!* It is aimed at hiring and integrating employees from outside the travel industry into CWT. In 2015, we ran a pilot for 30 key new talents in the US, who were given comprehensive in-class and on-the-job training along with other educational programs to introduce them to the travel industry and CWT culture, values, ways of working and key processes and tools. We intend to expand this program in the coming years across the globe.



We do...

Developing our people

The success of CWT comes as a direct result of the competency and dedication of its people. We are committed to continuously improving the skills and capabilities of our people to ensure that we remain successful in the constantly changing travel industry.

Our professional development program ensures that the training needs of all key positions are identified and are updated as roles inevitably change. Personal development is provided through a combination of on-the-job training, coaching and mentoring, online virtual training and formal training. In addition to the training provided for specific roles, all new employees undertake general induction training. This training covers areas including CWT products and services, IT security, business continuity management and Code of Business Ethics

and Conduct (for which 95 percent of all employees have completed the online training). All employees are registered on the CWT University platform, which provides training and information about CWT's online training courses and opportunities for enrollment to webinars and classroom courses. In 2015, the average number of training hours was 11 per employee, which is over double the level of 2014.

CWT believes that by training our leaders and people managers, we can have a strong and positive impact throughout the organization, ultimately benefitting all employees. During 2015, we extended our leadership training to a new level in the organization, by focusing on people managers. At present, our leadership development schemes have led to intensive management training courses: the Global Leadership Journey¹, Leading Leaders¹ and Lead2020².



In-depth leadership development programs



¹ Refer to Annual Responsible Business Report 2013, p.50 for further information.

² Refer to Annual Responsible Business Report June 2015, p.35 for further information.

We do...

Performance management

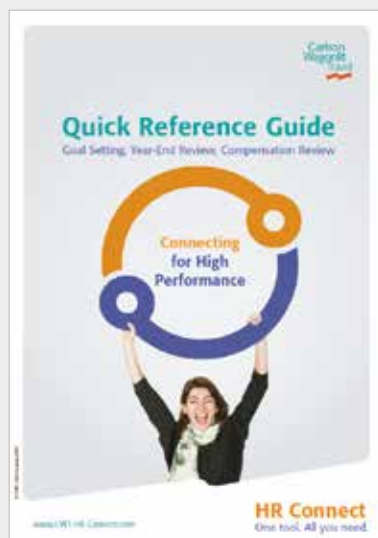
Performance management is the way we help our employees to be successful while supporting them in their professional development.

We aim at helping each employee maximize their performance and contribution through the alignment of individual goals with the corporate strategy. In 2015, we have taken a significant step forward in the area of performance management, with the introduction of new guiding principles and the integration of the process into *HR Connect*. The goal of the new

process is to deliver a more consistent approach reviewing and managing the performance and development needs of employees. A pilot group of 800 people have already been enrolled in the new program through *HR Connect*, and it is expected to be rolled out, step-by-step, between now and 2017, to all employees globally.

800

people enrolled in the new performance management program



Robust succession planning

CWT's talent review process is robust and aims to ensure that all senior level and business critical positions have succession plans in place. The talent review process takes place each year in spring and involves department heads, HR and the Executive Team, with each department presenting their final talent management plans to the Executive Team.

CWT is committed to developing and promoting its people to take on more senior roles. In 2015, 69 percent of all executive-level positions recruited for were filled with internal candidates; although not a formal target, we aim to further increase this percentage going forward.



Developing our people

An important part of engagement and talent development is recognition. With this in mind, CWT operates a number of employee recognition schemes. This begins with recognition at the highest level – at the annual CEO Awards during the Global Leadership Conference, where individuals or groups are recognized for outstanding contribution in three key areas, one of which is Responsible Business³. This year almost 100 individuals and teams were nominated and 13 were presented with awards.

Another example are the HR Excellence Awards, which started in 2015, to recognize HR teams or individuals that made significant contributions to the business or had positive impacts towards delivering CWT's global HR annual strategic priorities. Winners were selected by the HR Leadership Team and announced at

the Global HR Leadership Conference in May. Other functions and regions also run their own recognition initiatives. For more information, please refer to pages 52 to 53 of our [2012 Responsible Business report](#).

We also encourage peer-to-peer recognition, both through *HR Connect* and during a dedicated Employee Recognition Week in October where employees publicly recognize their colleagues for contributions both big and small.



2015 Responsible Business CEO Award winners APAC Rainbow Team³

13

3 To learn more about this year's winner for the Responsible Business CEO Award, refer to Julie's story on pages 20-21.

Every employee is entitled to work in a safe and secure work environment and we believe in setting the best possible health and safety standards.



Global Health & Safety Charter

Vorbereitung: Wolfgang Wagnitz, 2004

Preis: 2.500,- € (2004)

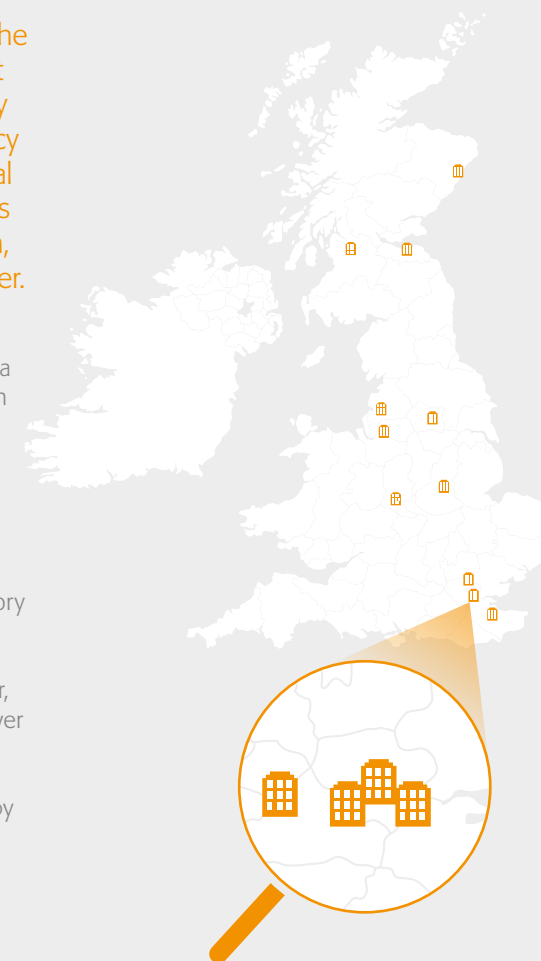
Carlson Wagnitz Group

Following the terrorist attacks in Paris in 2015, CWT organized four sessions on first aid training, in partnership with the French Red Cross, for employees in the Paris head office.

croix-rouge française

There are 14 offices across the UK that fall within the remit of the Health and Safety management system. This system is driven by a Health and Safety (H&S) policy that is based on the CWT Global Health and Safety Charter and is overseen by a dedicated Health, Safety and Environment Manager.

Risks are assessed and managed at each office, and injury and illness data are collected on a monthly basis, with details being shared with the UK corporate office. A key driving force behind the UK's approach to H&S is its use of targeted and regular communications – engaging all employees and helping them to stay safe. A dedicated web-based repository helps to share information including best practices. This is complemented with the CWT social network Yammer, which has its own H&S group with over 140 members. All UK H&S activities and performance are summarized in a dashboard report that is reviewed by senior management each quarter.



We live...

"La Mission Handicap & Diversité" program

In 2011, CWT France signed an initial three-year commitment to support *La Mission Handicap & Diversité* (Disability and Diversity Mission) to help people with disabilities find and retain employment in France. In those three years astonishing results were achieved, and CWT now employs three times as many people with disabilities than in 2011. Across CWT France, there are now over 80 people with disabilities, all helping to contribute to the success of the company. With a current disabled employee rate of 4.89 percent (up from 1.85 percent in 2011), CWT France performs far above the French national average. To do so, CWT has invested in multiple domains: from increasing awareness and enhancing communication through to improving recruitment processes and assisting employees both financially and psychologically.

CWT has signed another three-year commitment to continue to drive the scheme across the organization. One way in which CWT will increase the program is through the creation of the "Disabled Employee Status" (*Statut de Travailleur Handicapé*) which allows employees with needs to raise these issues with their managers and be provided with the necessary support to effectively do their job. These have included providing hearing aids, large screens, specialized seats, modified working hours or human support – and even an interpreter or psychological practitioner in specific cases.

4.89%

current disabled employee
rate at CWT France





"It was difficult to admit I needed help. But as soon as I talked frankly about my disability, CWT helped me see what was possible at work rather than what wasn't."

Lydiane's story

Lydiane knows what it's like to face a life-changing situation. Diagnosed with a rare genetic condition, working in the company's VIP services department became increasingly difficult for her.

"It wasn't an obvious disability and in some ways that made it harder," says Lydiane. "One day I'd be at my desk. On the next, I couldn't work because my batteries had run flat. The unpredictability made things tough. Especially as I was working for clients who expect special attention."

Thankfully, Lydiane spoke up about her condition and her worries for the future. "It was difficult to admit I needed help. But as soon as I talked frankly about my problems, things began to change for the better."

Supported by *La Mission Handicap & Diversité* program, Lydiane began to work with colleagues and managers to find a solution. "The program is fantastic. It encourages honest and open dialogue. And it helps people to see what's possible at work, rather than what isn't."

"Just starting the *La Mission Handicap & Diversité* process was 90 percent of the solution," continues Lydiane. "It allowed me to adapt. So where before I felt isolated and worried that I'd have to leave a job I loved, I could now focus on a better future. It shows that you always have to be open-minded."

After a skills assessment, Lydiane has transferred to a role in finance; not only staying within the business she loves but also continuing to make a valuable contribution. That's something she's passionate about. "When you stay in a job, you stay part of society. People with disabilities are citizens like anyone else and an important part of the economy."

With a current disabled employee rate of 4.89 percent, CWT France performs way above the French national average. Lydiane couldn't be happier. "Don't stay in the shadows," she says. "The help and support is there for you."

Lydiane Lambinet works for CWT France in the Finance Department, based in Boulogne-Billancourt.

05 Environment



We think...



Françoise Grumberg
Vice President, Global Responsible Business

"Environmental management is a key part of CWT's Responsible Business strategy. The company's environmental policies and practices ensure that CWT follows high environmental standards, encouraging global and local initiatives. These help improve the company's environmental footprint, raise our stakeholders' awareness and enhance our employees' Eco-Attitudes."

Scientists and governments are now broadly in agreement that climate change is occurring as a result of human activity. This year alone has seen a significant level of flooding in some areas while others have experienced droughts and long-term water scarcity.

Although a business services company with a relatively low overall environmental impact, CWT is committed to operating in ways that minimize our impact on the environment while continually seeking ways to become more efficient. Our Responsible Business program aims to engage each employee, educating and empowering them to help us make a difference and improve our environmental footprint.

With some 19,000 employees all over the world, CWT is a truly global organization. To ensure that local entities are actively contributing to our environmental ambitions, CWT has implemented a comprehensive reporting solution. The web-based tool facilitates the exchange of performance data and engagement between participating reporting locations and corporate offices.

CWT has set challenging targets for improving our environmental performance. By providing our people with the necessary training, tools, information and opportunities to actively contribute, we are determined to meet our objectives and make a real difference.

We use the GHG Protocol to measure our carbon impact and report our results to the Carbon Disclosure Project (CDP) Supply Chain program. We also report in accordance with the GRI G4 reporting principles.




40




members of the
Environmental
Correspondent
Network

19

a global reporting
tool rolled out
in 19 countries

We said and we did...

2015 Objectives	Completion	Performance Summary
Ensure full deployment of a Responsible Business training, including a module on Environment.		In conjunction with the 2015 UN World Environment Day, an online training module was launched for all employees worldwide. This module includes training on global environmental trends and the approach, processes and activities of CWT.
Measure the total Greenhouse Gas (GHG) emissions of the countries representing at least 70 percent of the company's overall revenue.		In 2015, CWT deployed a global online environmental reporting and monitoring tool. This centralized solution, through which all environmental data are reported, has been implemented in 19 countries across the three regions in which CWT operates. The 19 countries account for approximately 80 percent of CWT's total annual revenue.
Reduce GHG emissions by 10 percent per employee vs 2012. Define a 2020 target in 2015.		Progress against the 10 percent goal cannot be fully verified due to changes to reporting software and calculation methodology. From 2016 onwards, annual progress will be monitored and a new target set for 2020.

 Fully achieved  Almost achieved  Partially achieved

We do...

Measuring our carbon footprint

In 2015, CWT deployed its global online environmental reporting and monitoring tool, collecting performance data on key environmental issues such as energy, air emissions, water consumption and waste.

The centralized software solution has been rolled out in 19 countries² across the three regions in which CWT operates, which account for approximately 80 percent of

our total annual revenue. The architecture of the solution – including the indicators collected and the process for data management – has been developed with *Thinkstep AG* and is a key component of our environmental management framework that will help us in achieving our commitments. An Environmental Correspondents Network has been established that pulls together key contacts in each country responsible for environmental reporting, all of whom have been fully trained in managing and reporting environmental issues and performance.

Due to the necessary lag period involved in the environmental data collection process, data included in this report is from 2014 – unless otherwise indicated – and is collected from 15 countries¹, which account for approximately 70 percent of the annual net revenue. Data is collected on a yearly basis and are analyzed and consolidated at the corporate office.

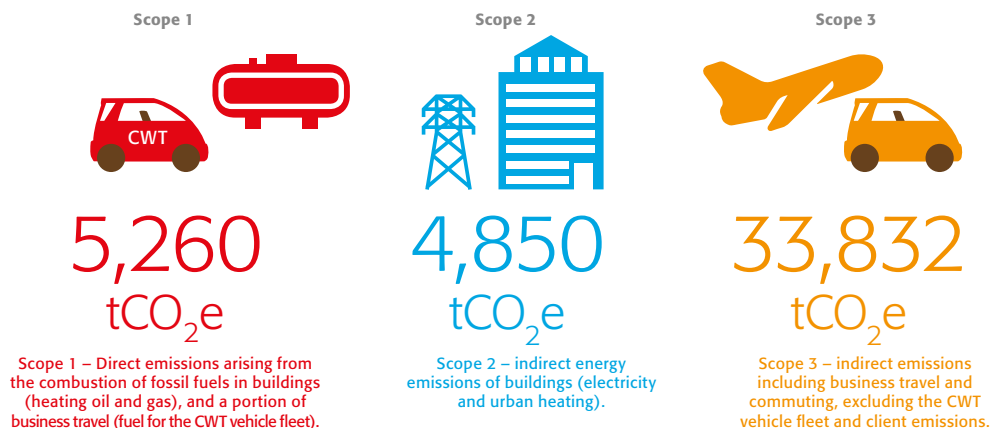
CWT uses the GHG Protocol to measure the impact of its activities, which includes emissions directly emitted by our buildings

and fleet vehicles (Scope 1), indirect emissions from energy supplied to offices such as electricity or heating (Scope 2) and indirect emissions from business travel and commuting (Scope 3). We calculate our carbon footprint based upon emission factors provided by the UK Department for Environment, Food and Rural Affairs and the French Agency for Energy and Environment. The factors used are in accordance with the GHG Protocol and account for carbon dioxide and other gases that also contribute to climate change³.

2014 emissions by Scope

Total = 43,942 tCO₂e

The GHG Protocol methodology defines three categories of emission sources (scopes 1, 2 and 3)



¹ Austria, Belgium, Canada, Chile, China, France, Germany, India, Ireland, Luxembourg, Mexico, Spain, The Netherlands, United Kingdom, United States.

² All countries in footnote one with the addition of Australia, Brazil, Costa Rica, and Italy.

³ Some emissions are not included in this report and include refrigeration fluid leaks, building emissions (such as heating included in rental charges), and emissions from paper consumption or waste handling.

⁴ Includes business travel by air, rail, employees' cars, rented vehicles, taxis and CWT fleet cars.

Emissions by source

Total = 43,942 tCO₂e



We do...

Scope 1 & 2 emissions

Buildings

GHG emissions are produced as a result of supplying various forms of energy to our offices, including: electricity, natural gas, fuel oil, diesel, coal and district heating. It is the third largest contributor to our carbon footprint, accounting for 17 percent of CWT's total emissions.

We calculate these emissions using the energy consumed and local emission factors, based on the GHG Protocol methodology. At present, we are not able to collect all emissions, such as those occurring as a result of leaks in refrigeration systems or from some offices where heating is included in rental charges.

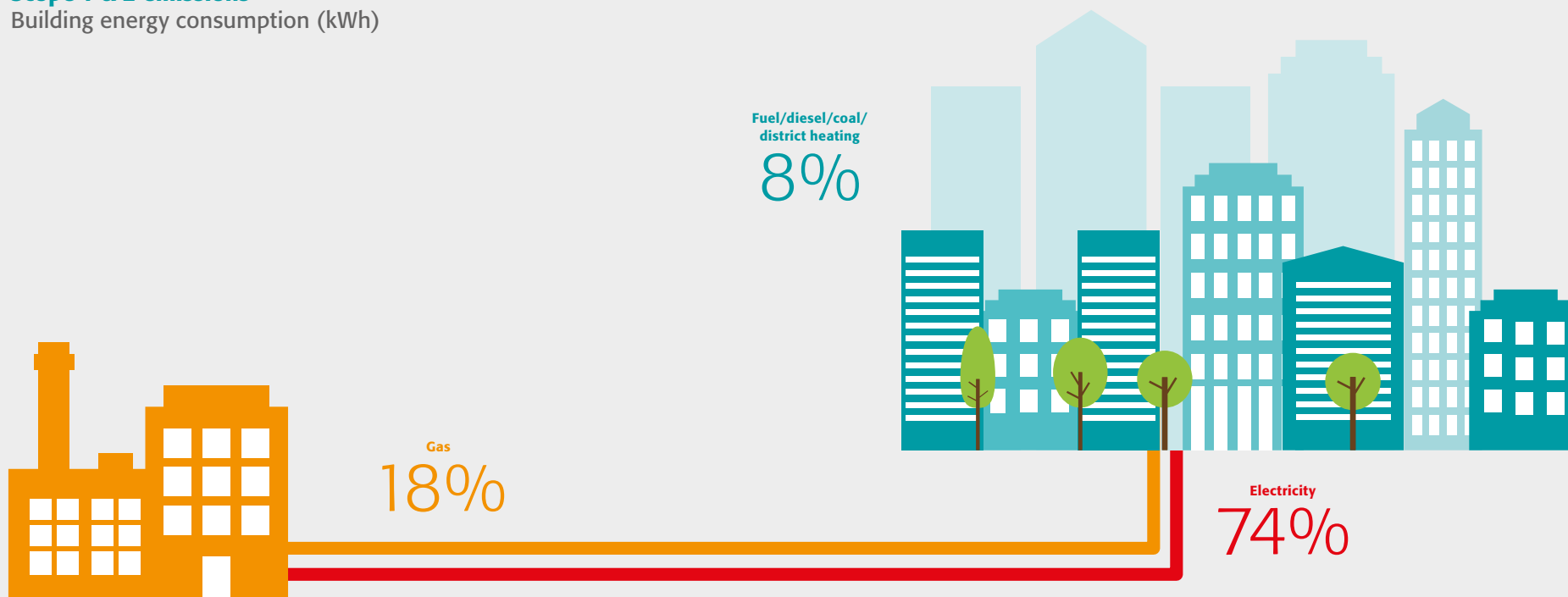
Company cars

At CWT, we encourage environmental awareness among our employees and the travel policy stipulates that all business travel should balance business needs and costs with making environmentally friendly choices. Furthermore, our reporting software provides a detailed analysis of our performance and its effect

upon emissions can be accurately tracked. Emissions from company vehicles account for 43 percent of our Scope 1 and 2 emissions and 12 percent of our overall emissions.

Scope 1 & 2 emissions

Building energy consumption (kWh)



We do...

Scope 3 emissions – commuting

Emissions from commuting

Commuting between home and work accounts for the majority of CWT's carbon footprint as approximately 45 percent of all emissions result from employee commuting. A better understanding of the

commuting behaviors of our people can help to identify ways in which we can reduce our impact. As a result, CWT operates an annual survey to collect commuting data from employees in the 15 countries that report environmental

performance data⁵. Through a short online questionnaire, all employees are asked to disclose their commuting habits anonymously. This data is then aggregated and insights are provided to countries to help identify opportunities for

improvement, sometimes forming the basis of local mobility plans and generally raising the awareness of the environmental impacts of commuter travel.

⁵ Austria, Belgium, Canada, Chile, China, France, Germany, India, Ireland, Luxembourg, Mexico, Spain, The Netherlands, United Kingdom, United States.

Commuting to work

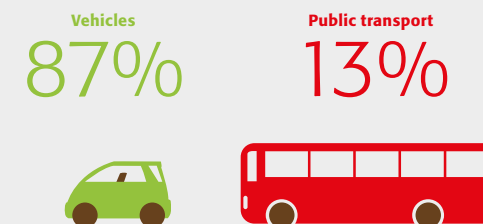
Modes of transport

By number of employees



Commuting GHG emissions

Vehicles (carpool, car alone, moped) vs public transport



We do...

Scope 3 emissions – business travel

Minimizing emissions from business travel

Business travel is the second largest source of GHG emissions at CWT, making up 38 percent of our carbon footprint.

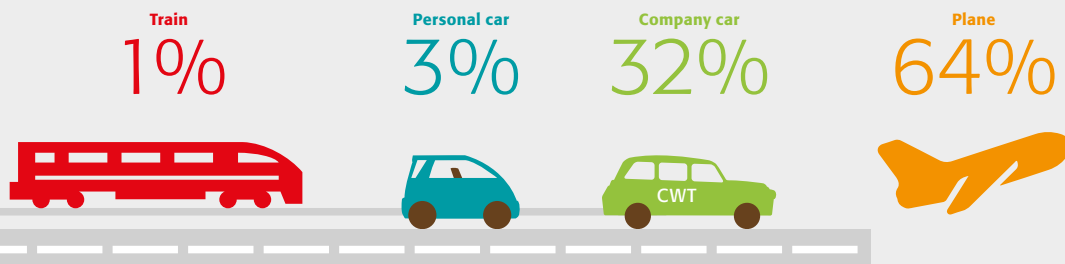
To help limit emissions, our travel policy stipulates that all business travel should

balance business needs and costs with making environmentally friendly choices. We also find other opportunities to reduce our emissions within specific projects such as the carbon-neutral client seminar in Argentina in 2014 (refer to page 51 of our [June 2015 Responsible Business report](#)),

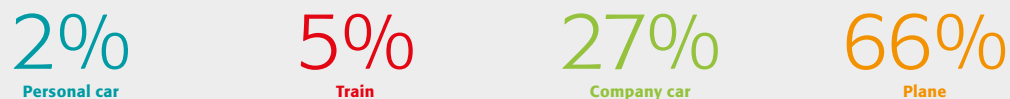
or the Global Leadership Conference in February 2016 – a gathering of CWT's most senior leaders over three days in Paris, where environmental impacts were minimized and carbon credits were purchased to offset remaining emissions.

Emissions from business travel

Emissions (tCO₂e)

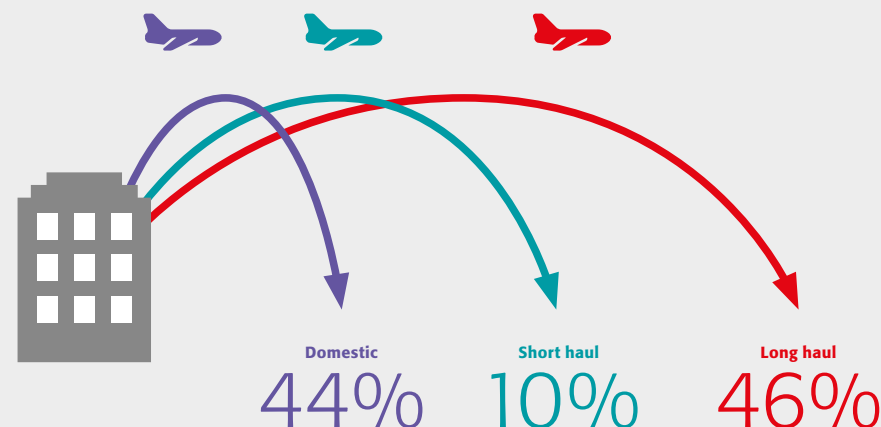


Distance (km)



Air travel breakdown

Share of business travel by plane (km)



We do...

External reporting

Carbon Disclosure Project (CDP)

Since 2012, CWT has been reporting its environmental performance to the CDP Supply Chain program. The CDP is a not-for-profit organization that provides a global framework for companies to measure, disclose, manage and share key environmental information. Under the scheme, CWT discloses its carbon emissions according to the three scopes defined in the GHG Protocol, along with the various projects implemented to reduce the carbon footprint of our supply chain. Participation in the CDP enables us to demonstrate the effectiveness of our approach to managing and reducing our environmental impact and, in doing so, fulfill the expectations of those customers who share our sustainability commitments.



EcoVadis

In 2015, CWT was awarded a Silver Medal recognition level for corporate social responsibility management. In the environmental domain, 10 points were added to the score achieved in 2014, highlighting the tremendous progress that has been made. The main contributors to the improved rating were the programs and initiatives launched during the year: the broadening and strengthening of our GHG reporting; the training and awareness activities taking place across the company; the environmental certifications gained in several locations, such as ISO 14001 being awarded in Germany, Spain and UK; the European Green Office (EGO) certification in Estonia; and the WWF Green Office Certificate in Finland. The rating places CWT among the top 3 percent of companies assessed in our industry sector⁶ on environmental matters and confirms our leadership position in environmental management.



Global Reporting Initiative (GRI)

The GRI is an international standard that fosters a consistent approach to the disclosure of sustainability issues, impacts and performance. This report has been written in accordance with the GRI G4 Principles and Standards, at a "core" level. A summary of CWT's disclosure using GRI G4 can be found in the GRI table on pages 82 and 83.



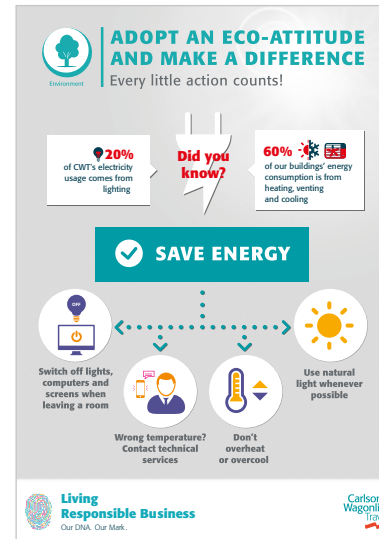
⁶ CWT is part of the industry sector of "Travel agency, tour operator, reservation service and related activities", defined by EcoVadis.

We do...

Fostering positive environmental attitudes

Eco-Attitude campaign

CWT used the 2015 Earth Day celebration to launch its first worldwide Eco-Attitude campaign. The initiative encouraged CWT employees to "Adopt an Eco-Attitude" with the prompt "Every Little Action Counts!" Primarily an awareness-building campaign, employees received day-to-day tips on how to be more environmentally friendly in ways such as saving paper, commuting more sustainably, sorting and recycling waste and saving energy. Employees from all across the world shared their stories and activities on the CWT corporate social media site Yammer.



E-learning module

During the year, an environmental e-learning module was deployed, providing employees worldwide with educational materials regarding CWT's environmental approach. As well as providing useful information about how to be more environmentally conscious, the short 15-minute e-learning module also challenged people to make a difference through their actions and to share their experiences and activities with the wider CWT audience. The event was launched to coincide with World Environment Day, giving people an added incentive to take part.

We do...

Some examples of our environmental activities

Estonia's green activities

In November 2015, CWT Estonia received a certificate from the European Green Office. To earn the certificate, the CWT office undertook several environmental initiatives that included sorting of different waste types, collecting recyclable glass and monitoring paper and electricity consumption.

Employee engagement and education were also an important component of the award. Reminding employees about the importance of only printing essential documents helped to reduce paper and energy use. The main CWT office is also LEED certified to Gold level.



Thailand's education on afforestation

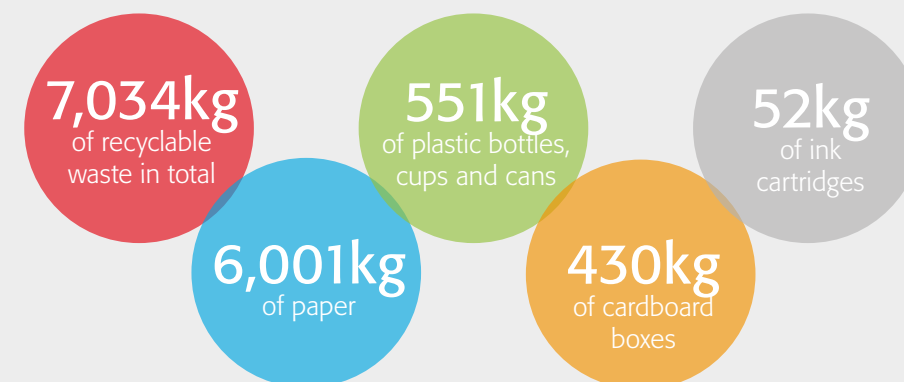
The CWT office in Thailand took employees to the Tub Lan National Park to highlight areas where regrowth of green vegetation is urgently needed due to a combination of drought and illegal deforestation. The CWT team wanted to understand how issues occur and can affect their lives, and how they can be a part of the solution.

Costa Rica's green program

The CWT office in Costa Rica decided to truly embrace sustainability by forming a local Responsible Business Team to oversee the implementation of the strategy, drawing from the knowledge and support of the Costa Rica Green Team. The program resulted in a number of environmentally driven activities that included an electricity saving campaign, the replacement of plastic cups with coffee mugs and education sessions on "how to recycle," that even included a recycling competition.

France, Paris head office

In partnership with recycling services company Greenwishes, the CWT Paris head office actively took on the challenge a few years ago, recycling as many office materials as possible. The results have been very impressive. In 2015, we recycled 7,034 kilograms of waste, 4 percent more than in 2014.



We live...

A passion for the environment

Environmental Correspondents Network

The Global Responsible Business team gained further support in 2015, following the launch of the Environmental Correspondents Network. The network is made up of an estimated 40 Environmental Correspondents from 22 countries, located throughout the Americas, APAC and EMEA regions. The Environmental Correspondents Network participates in several calls each year, during which they share best practices and provide feedback on proposed and completed environmental initiatives. Highly motivated by environmental issues, employees that are part of this network are responsible for initiating and supporting initiatives that help to raise awareness about environmental issues or reduce CWT's impact on the environment. The Environmental Correspondents are instrumental in CWT's annual environmental reporting campaign, gathering the data that allows the company to measure its environmental footprint and set meaningful impact reduction objectives.



Tony's story

There's no doubt that **Tony** is enthusiastic about his role as CWT UK's Environment, Health and Safety Manager.

"I'm extremely lucky because I really enjoy what I do. I guess it's the breadth of knowledge I'm gaining. But it's also about getting knowledge out there that will make a difference to everyone – colleagues, customers and the wider world."

"Things are changing all the time, and especially in this field," says Tony. "Right now you're seeing Responsible Business emerging as a key part of what we do. I've got a real passion for it, because I can see how it's something we can all contribute to."

It's Tony's mission to educate employees from every generation, so that they can become Responsible Business champions. "It's not just about the new graduates who have grown up with an environmental mindset," he enthuses. "You've got to relate and engage with everyone, including those who might not think about the issues as much."

By using communication tools such as Yammer, Tony is connecting to this broad audience. "All my Responsible Business champions have dropped into Yammer groups to share brilliant ideas and articles. Senior people within the business get involved too. It's about giving people a taste of the incredible things that are going on."

"I love it when you capture someone's interest," continues Tony. "For instance, explaining concepts like sustainability and global warming in a clear way, then seeing that sudden spark of enthusiasm and understanding. Those are the great moments."

Tony's advice about environment, health and safety is clear. "People see this as such a huge area that they don't know where to start. They get stressed about it and that leads to inertia. But if we all just concentrate on making small changes, we'll start to make a big difference."

"I've got two school-age daughters," adds Tony. "At the end of the day, when I look back, I want to be able to look at myself in the mirror and say that I did my best for the planet and tried to educate others to do their best too."

Tony Panter is Facilities & Environmental Manager, Human Resources for CWT UK and Ireland. He is also a member of the Environmental Correspondents Network.



"At the end of the day, I want to be able to say that I did my best for the planet and tried to educate others to do their best too."

06

Responsible Products & Services



We think...



Carinne Saulet
Vice President, Global Marketing Services




"CWT puts travelers at the heart of our travel programs. We aim to ensure their safety, security, welfare and peace of mind. It's about delivering more care and less risk, with the best tools available in the market."

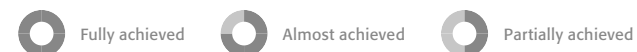
Our Responsible Business approach is firmly embedded in the products and services we offer to travelers.

CWT is committed to providing customers with tools, advisory products and services that help to reduce risks associated with travel, stress related to travel and environmental impacts that address travelers' safety, security and well-being (traveler care) and environmental protection (green travel). CWT also operates a comprehensive and robust Business Continuity Management process, ensuring that risks to business disruption and human life are identified, monitored, mitigated and, where necessary, reduced. As recent events in Paris and Brussels have highlighted, security threats to travelers can happen at any time and anywhere. Furthermore, sudden and adverse weather conditions may strike, threatening the safety of people traveling. This demonstrates the necessity of preparing for adverse situations or events.

Our Business Continuity Plans (BCPs) provide clear procedures to be followed should an adverse event occur and include instructions for containing the situation and establishing communication through the necessary channels. Our Business Continuity Management process is widely communicated to all employees, forming part of their initial and ongoing training, and drills take place regularly to test the effectiveness of BCPs.

We said and we did...

2015 Objectives	Completion	Performance Summary
CWT to fulfill the requirements of the best standards and norms in the domain such as ISO 22301.		Completion of an ISO 22301 gap analysis led to the development of a corresponding action plan. We also continued to implement two annual drills to ensure the effectiveness and robustness of our business continuity management. A new version of the BCP Awareness Training was successfully launched to all employees, achieving a 92 percent completion rate.
Become the reference in terms of crisis management in the travel industry.		In 2015, a full activation crisis drill with the Corporate Crisis team had been planned. This has been pushed out to 2016 to accommodate the final structuring and hiring of a Global Crisis Organization, which will include Regional Crisis Teams being in place in EMEA by the end of 2016.
Offer an innovative suite of responsible products and services.		CWT offers a holistic set of products and services to improve the safety of travelers and reduce environmental impact. We intend to further enhance the innovation levels of the products and services we offer to beyond the current level.



We do...

Enhancing business continuity planning & management

CWT has made very significant progress in developing a robust approach to risk, business continuity and crisis management. In 2015, we performed an ISO 22301 gap analysis which helped define an action plan for further improvement of our Business Continuity Management process; one that ensures we meet the levels of the ISO 22301 standards.

Risk management

A comprehensive Risk Management system is implemented across all wholly-owned CWT sites globally and ensures that key risks to the business and its stakeholders are identified, ranked, monitored, mitigated and, where applicable, reduced. In addition, the Corporate Audit Team perform an annual risk macro-analysis. The results are then presented to the Executive Team and the audit committee.

Business continuity management

Our business continuity management process is our first line of defense during business disruption. Our Business Continuity Plans (BCP) ensure the resilience of the organization, providing maximum continuity of service at all times, for both clients and employees. Every year, BCP owners, operations managers and those identified as backup BCP owners undergo training on risk and business continuity management; training can either be online or face-to-face. In 2015, there were 889 participants to the training program with a 97 percent passing rate in the BCP quiz.

Drill campaign

Drills are carried out each year to test the effectiveness and robustness of our Business Continuity Management process.

Each office is required to undergo two drills: one for fire and another as chosen by the BCP Steering Committee. In 2015, a global drill was carried out to test call and email diversion plans. Over 158 offices took part in the drill, which lasted approximately 90 minutes, and the results will be used to assess the effectiveness of our plans.



We do...

Enhancing business continuity planning & management

BCP awareness training

In 2015, a refreshed version of the BCP Awareness Training module was rolled out to all employees worldwide as mandatory training via CWT University – our centralized online training portal. The training, which lasts approximately 30 minutes, is available in seven languages and aims to explain the purpose and processes of Risk and Business Continuity Management, illustrates what happens when Business Continuity Plans are activated and what it might mean for them in the event of a disruption to business. 92 percent of employees have undertaken the training so far.

Crisis management

Our crisis management approach considers how we respond to major disruptions, affecting both customers and employees that are not solved by the activation of the Business Continuity Plan. Examples include fires, pandemics, natural disasters, power outages and workplace violence. All major disruptions are reported to regional and, where relevant, headquarters' management, where the relevant crisis organization is mobilized within the necessary timeframe to coordinate management of the situation, maintaining the necessary dialogue with local and global representatives.

CWT Crisis Organization

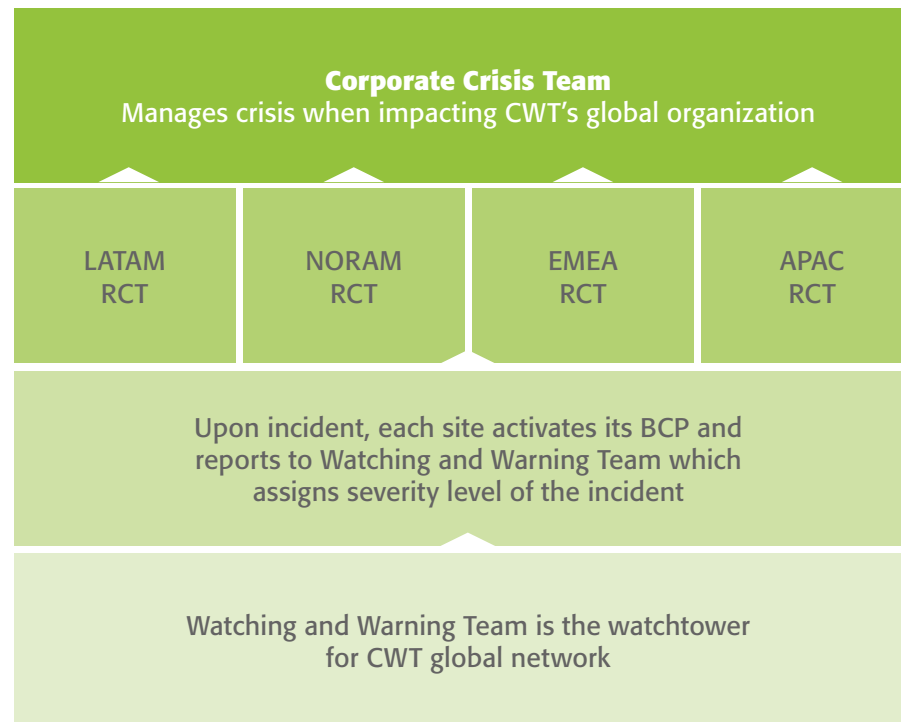
In 2014, we successfully established Regional Crisis Teams (RCT) in NORAM, LATAM and APAC regions. To complete the CWT Crisis Organization, we are aiming to roll out a Regional Crisis Team in EMEA by the end of 2016. Once completed, the CWT Crisis Organization will be as shown in the diagram (right).

ISO 22301 gap analysis

In 2015, CWT performed an ISO 22301 gap analysis to assess how our Business Continuity Management process compared with the relevant ISO standard.

While the results found that CWT processes were in line with the standard, the exercise also helped to identify how we could leverage existing good practices from across the organization.

Furthermore, insight was gained as to how we could move to a more holistic approach for monitoring risks, business continuity and crisis management in the future.



We do...

Responsible portfolio: traveler care and green travel

At CWT, our Responsible Business program extends to our clients through the suite of responsible products and services we provide.

These consider the safety, security and well-being of our customers while minimizing the impact upon the environment. These product and service offerings help to further demonstrate how we are operating as a responsible business through our customers and travelers. Our collection of products and services start before any travel takes place, where our goal is "making planning easy." They are further supplemented by a variety of travel (while travelers are on the road) and post-travel services (once travelers have returned home and beyond). This comprehensive collection provides customers with a holistic and thorough portfolio of services that make their travel safer, easier and greener at every stage of the journey.

Responsible products and services from door-to-door and in-between

	Trip continuum		
	Before	During	After
Traveler care	CWT Alerts, powered by International SOS		
	CWT To Go™		
	CWT Program Messenger		
		CWT Trip Disruption	
			CWT AnalytIQs
Green travel	CWT Online powered by KDS		
	CO ₂ calculator on CWT Portal		
	CWT To Go™		
			CWT AnalytIQs

We do...

Responsible portfolio: traveler care and green travel

Responsible products & Services ● ● ● ● ● ● ● ● ● ●

Traveler care

Many companies have taken swift action to reinforce their office security measures while advising employees on everyday precautions and the measures to take in the event of an incident occurring. There is also a strong and necessary focus on ensuring travelers' peace of mind.

According to the travel managers surveyed by CWT, safety and security is by far the highest priority on their agenda for 2016, with 80 percent of respondents expecting it to have a high or very high impact on their travel programs. With this in mind, CWT is continually reviewing its traveler care suite of tools and processes to ensure that maximum support and peace of mind can be given to travelers.

80%

of clients expect safety and security to have a high or very high impact on their travel programs

CWT Alerts, powered by International SOS

CWT has partnered with *International SOS* to provide travelers with notifications of incidents that pose a clear, immediate or direct threat to their safety or security, or where substantial and widespread disruption is having an effect on business travel. Notifications of events that may impact travelers from a medical standpoint, such as infectious disease outbreaks or disasters that cause increased risk for illness, are also communicated.



CWT To Go™

The *CWT To Go™* travel app updates travelers' itinerary information on the go and sends timely alerts on flight delays, cancellations and gate changes. Destination information can also help travelers take the right precautions and get to their destination safely. Other features include, among other things, hotel bookings, mobile check-in and currency conversion.

CWT Program Messenger

Our automated messaging tool helps keep travelers safe by reminding them of their company's travel policy during all steps of the travel continuum. With this service, travelers receive (by email or SMS) tailored policy messages before, during and after trips, all delivered to and accessible in a single click.

CWT Trip Disruption

This service monitors subscribers' itineraries for disruptions such as cancellations, missed connections, diversions and delays. Affected travelers automatically receive SMS alerts and new instructions (such as flight departure time or gate) or are contacted by a travel counselor offering alternative travel solutions.



CWT AnalytIQs

CWT makes it easy to locate impacted travelers when disruptions occur with our business intelligence tool, *CWT AnalytIQs*. The tool allows travel managers to view travelers on a map based on three different perspectives — security risks, medical risks or map-view only — and enables them to also view travelers' full itineraries.



Real time IQ



Intuitive IQ



Benchmark IQ



Community IQ



Action IQ

Green travel

The environment is a real consideration in business travel, driven by tighter regulation and greater awareness of responsible business. More than a third of surveyed travel managers (35 percent) expect environmental sustainability to have a high or very high impact on their programs in 2016. In addition, 20 percent of CWT clients who have completed a program diagnostic assessment in the last two years say they publish reporting data on their travel footprint. To help travelers and their companies meet environmental objectives, CWT offers solutions for every step of the travel process.

CWT Online powered by KDS

CWT Online powered by KDS presents users with the greenest possible booking options for their trips. Client travel policies are integrated into the tool to ensure compliance while giving travelers easy access to the most environmentally responsible trip option.

Carbon calculator on CWT Portal

CWT Portal acts as the gateway to all travel applications by using a single sign-on to create a seamless experience for travelers. It includes a link to a carbon calculator that provides travelers with the standard CO₂ emissions of journeys in advance, further facilitating greener travel.

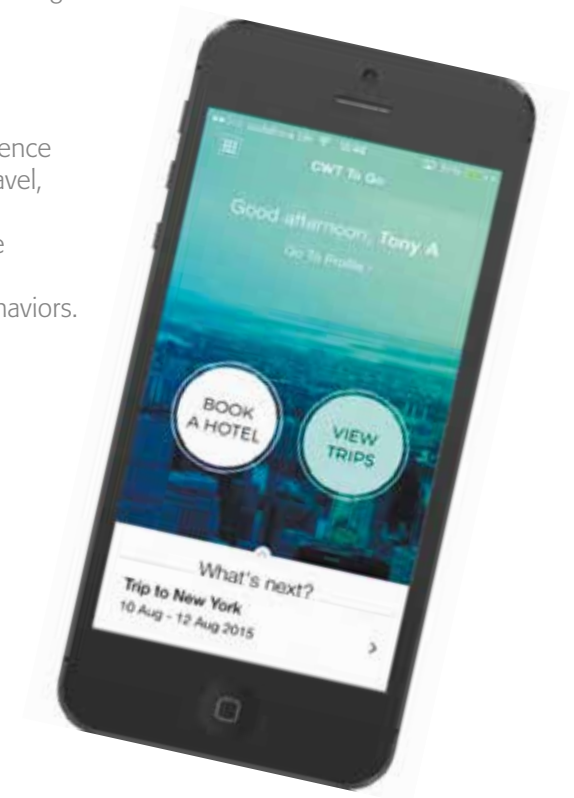


CWT to Go™

CWT To Go is a managed travel mobile app that provides trip information to travelers or travel planners, including details that support environmental decision making. Furthermore, the app also stores full interactive travel itinerary details, meaning the avoidance of printing of paper and boarding passes helps reduce environmental impact.

CWT AnalytIQs

Our *CWT AnalytIQs* business intelligence tool analyzes CO₂ emissions after travel, providing travel managers with environmental data that can then be shared with travelers to raise their awareness and drive their future behaviors.



We live...

Staying calm and connected in a crisis

As a company that has an office in Brussels, the events that unfolded in Zaventem airport and Maelbeek metro station activated our Business Continuity Plan. This takes account of both employees and clients based in or traveling to or from Brussels. By activating and following our Business Continuity Plan, we were able to gather information on the safety of our employees and their families, as well as our travelers. As a security measure, the Brussels office was closed for two days following the attacks and implemented extended working hours to fully ensure the safety and well-being of all stakeholders.

When the Brussels attack occurred, teams at CWT went to work to determine the potential impact of this attack on our operations.

The cross-functional and international teams followed pre-set guidelines under our Business Continuity Management and Crisis Management processes to react quickly and ensure ongoing continuity of services. Ultimately, traveler safety and communication lies in the hands of our clients, but we play a crucial role in identifying which travelers could be impacted by such an event and communicating that to our clients swiftly and accurately.

That day, the CWT teams worked together to ensure that all CWT employees were safe and accounted for and to quickly identify and report which travelers were scheduled to travel to and from Brussels. Janick was one of those team members involved.



"Nobody should have to face a crisis. But the wonderful way that everyone reacted showed we have the team spirit needed to handle just about anything."



Janick's story

On the morning of 22 March 2016, three bombs exploded in Brussels, Belgium: two at the airport in Zaventem and one at the city's Maalbeek metro station.

For Facilities Manager **Janick** – and for thousands of others across the city and beyond – it was the beginning of an unforgettable day.

"We'd recently moved to a new location in the center of Brussels," says Janick. "But when I heard about the attacks, I was in the north of the city, finalizing the closure of our old office. At once, I knew I had to contact my colleagues."

It was a truly extraordinary situation recalls Janick. "Nothing was moving except for emergency vehicles and the mobile phone systems were overloaded. It was hectic and frightening. But it was essential to keep in control, so I made contact through another company still operating in the old building," Janick explains.

With procedures already in place, the new facilities had gone into lockdown. "As things became clearer, we worked with security to manage how people both inside and outside would get back home safely. This meant arranging taxis and

shared cars. Groups began to be let out every half hour. For those waiting, we arranged for a trusted supplier to deliver sandwiches."

Janick headed for home where, like many of her colleagues, she could better manage the wider situation. "While all this was happening, the business still had to operate. So as soon as possible, our teams were in touch with clients – ensuring they were safe and finding some really creative solutions to get them where they needed to be."

In the hours and days following the attack, Janick saw teamwork in action. "Colleagues were picking up every phone call and responding to every email coming in. Everybody was just making the best of it and putting in all of their efforts. And I must say that we were overflowing with positive feedback from customers."

"Nobody should have to face this kind of crisis," adds Janick. "But the wonderful way that everyone reacted showed we had the team spirit to deal with it. That's something really great."

Janick Potier is Facilities & Procurement Manager and BCP owner for CWT Belgium and Luxembourg and is based in Brussels, Belgium.

07

Community Involvement



We think...



Patrick Andersen
President,
Americas



Kai Chan
President,
Asia Pacific



Kelly L. Kuhn
President,
EMEA and Global
Partners Network

“CWT believes in investing in the communities in which our people live and work. Our community involvement program draws upon the desire, talent and determination of our people to truly make a difference to their local society, which, in turn, is then amplified throughout the wider society. Our strategy is based on contributing in three key areas: Education, Emergency, Essential needs. We call it 3E.”

Our Community Involvement program enables us to put CWT's core values in action globally.

Our 3E Community Involvement strategy, which was launched in 2014, unites us all in our focus and desire to make an impact where help is needed most. In just two years, our teams across the world have taken part in over 217 activities, demonstrating how much it means to them to be able to lend support to local communities.

Our 3E Community Involvement strategy

Education

Providing people with key skills, knowledge and insights that not only enhance people's lives in the short term, but also provide the knowledge to pass on to future generations through teaching, training and research.



Emergency

Giving support and resources to help those people whose lives, health or properties are either at risk from or have already been affected by severe or uncontrollable situations.






Essential needs

Contributing to the provision of the basic human needs necessary for life, such as water, food and shelter.



Community Involvement

 Fully achieved
  Almost achieved
  Partially achieved



CWT's Community Involvement: Education, Emergency, Essential needs

2015 was an opportunity for us to build on what we started in 2014, which was all about raising the awareness of our 3E strategy across the organization and capturing some of the great activities taking place across the world.

To help with this, we published our 3E Community Involvement Handbook, which presents the corporate strategy and recommendations for local initiatives, reviews methodologies and good practices, and supplies ethics and compliance criteria for projects involving donations.

Since the launch of 3E in 2014, we have had hundreds of initiatives taking place across the world. In acknowledgment of the effort and innovation being shown by CWT offices and people and, due to the large volume of activities taking place across the world, we literally needed a map to show them all. Our 3E interactive map was developed to track and showcase the various events taking place all over the world and is available to all employees on our intranet site. To mark the 3E map's release, we invited employees to vote for their favorite initiatives in each of the three regions to determine which charities would receive a US\$10,000 cash donation from CWT.

Three winners from each region were chosen and the recipients of the donations were then invited to share their stories, describing how they used the prize money to make a difference within their community.

In 2015, we relaunched the 3E map on the occasion of the UN's International Volunteer Day and replicated the same reward scheme as the previous year but chose a single winner to receive the cash award. In the future, we aim to report on the impacts these donations have made on those who received them.

Furthermore, in 2015, by engaging with key stakeholders across the entire organization, we focused on turning CWT's 3E strategy into an operational program and maximizing its impact. To learn how best to do this, it was decided during 2015 to collect feedback and recommendations from the RB network, using an online survey and by carrying out a number of interviews with network volunteers. The findings are being assessed and a toolkit will be launched in 2016 to guide RB network members and local managers on how they can further embed the 3E strategy within and across the organization – making it yet a further part of the CWT culture and identity.



We do...

How the 2014 3E winners used the donations to make a difference

United States

Greater Chicago Food Depository (AMERICAS)

Field of action: Essential needs

The Greater Chicago Food Depository is a non-profit food distribution training center providing food for hungry people while striving to end hunger in Chicago, Illinois, US, and throughout Cook County. CWT's US\$10,000 donation supported the Greater Chicago Food Depository's hunger relief initiatives throughout Cook County, Illinois. Through our donation, we helped fund the distribution of almost 10 tons¹ of food. Our contribution strengthened the Food Depository's overall response to hunger, which serves more than 812,000 men, women and children each year. Learn more here:

[Greater Chicago Food Depository](#)



Singapore

Junior Achievement Singapore (APAC)

Field of action: Education

Junior Achievement is one of the world's largest non-profit organizations educating students in entrepreneurship, work readiness and financial literacy. CWT's US\$10,000 donation was used to help roll out an educational program to 503 primary students in Singapore. The program, called "Junior Achievement: Our Families," is a course introducing the concepts of entrepreneurship and financial literacy to primary school children. Through this course, students learn the difference between needs and wants, are exposed to different types of jobs and learn about the importance of someone in the family working to earn money to pay for the necessities for a family. Learn more here: [Junior Achievement \(JA\)](#)

Sweden

The Swedish Heart and Lung Foundation (EMEA)

Field of action: Emergency

The Swedish Heart and Lung Foundation raises funds and supports research in fields such as heart attack, heart failure, vascular spasm, genetic heart defects, stroke, asthma, chronic obstructive pulmonary disease (COPD) and emphysema. CWT's donation of US\$10,000 contributed to the further advancement of research on children with heart conditions in Sweden. 1,000 children per year are born with heart defects in Sweden. Despite enormous progress in research in recent years, many serious challenges remain and this organization assists with early detection and treatment to allow cardiac-sick children to have a good quality of life, both as children and adults. Learn more here:

[The Swedish Heart and Lung Foundation](#)

¹ Equivalent to approximately 22,000 lbs or 10,000 kg.

We do...

Celebrating our 3E Community Involvement activities around the world in 2015

Since the launch of the 3E strategy across CWT, a total of 217 activities have taken place, all of which have been logged into the 3E Community Involvement Interactive Map.

In 2015, over 11,000 likes were recorded across the 83 initiatives, taking place in 35 countries. Each of the initiatives met the criteria laid out in the 3E Handbook and were in one of the three key categories: Education, Emergency and Essential needs. Employees use the interactive map to learn about the initiatives taking place and can like for their favorite. In 2015, over 11 thousand likes were recorded across the 83 initiatives.



A few of our Emergency initiatives

Pink Ribbon Walk/Flashmob

October was Breast Cancer Awareness Month and 88 employees from our Singapore office signed up for the Pink Ribbon Walk and registration fees of S\$2,640 were passed to Breast Cancer Foundation. Unfortunately, the Walk was canceled last-minute due to bad weather (haze), however our team still showed support with a Pink Ribbon Flashmob in the office.

Blood donation event

Seven CWT employees – some regular and some new donors – participated in March 2015 in a blood donation event organized by the Hungarian Red Cross. This was a direct blood donation for the therapy of a particular patient.

Helping Hands – Aid Nepal
and earthquake-affected areas

Nepal was severely adversely affected following a series of high-impact earthquakes. The CWT team in Chennai, India made a significant contribution to the relief process, providing large amounts of aid items to affected individuals including rice, pulses, sugar, wheat, ready-to-eat noodles, and clothing. These were essential items at a time of devastation and were provided mainly to the homeless and stranded people living in camps, shelters and on the road.



A few of our Essential needs initiatives



Meishan, China (APAC)

Visit children's welfare home

This is an ongoing charitable activity sponsored by CWT since 2013. On 10 June 2015, 13 employees from Meishan office visited a local children's welfare home. It is the third consecutive year employees from the Meishan office have visited, to extend their care and compassion to the orphans and handicapped children who live there. In-kind donations – articles for daily use with a value of CNY1,500 – were made to around 50 beneficiaries. The goal of the initiative is to help children live healthier and happier lives.



Minneapolis, Minnesota, US (AMERICAS)

Second Harvest Heartland

There were 11 people from the legal and compliance team that participated in packing food for Second Harvest Heartland. On 14 October 2015, each person packaged 257 meals, meaning that our CWT crew packed a total of 2,827 meals in the short amount of time we spent with Second Harvest Heartland. The food packets were then distributed locally to those in need.



Loerrach, Germany (EMEA)

Parenthood of orphans with HIV in Mbigili, Tanzania

Some children are born HIV positive and many go on to lose their parents to the disease. This often leads to many children living with grandparents, who are usually between 50 and 70 years old and already managing a very busy and full household, who struggle to provide the basic needs of their orphaned grandchildren. Each year, the CWT Full Service Centers in Lörrach, Mannheim and Stuttgart donate money to help provide support to the orphans of Mbigili, giving them much needed food and the opportunity for an education.

London, Canada (AMERICAS)
Children's Aid Society of London

Employees from the London, Canada office have been contributing to the Children's Aid Society's (CAS) Holiday Giving Program for the past 20 years. 12 people from Local and Leisure Business, Traveler Services, Concierge and Leisure agents combine money raised individually and discuss with CAS their greatest needs for the current year. The cash raised is then used to buy gifts or gift cards and delivered to CAS to be distributed to families in need.

We do...

CWT and the Global Travel & Tourism Partnership

Since 2012, CWT has served on the Advisory Board for the Global Travel & Tourism Partnership (GTTP). GTTP helps expand travel and tourism-related educational and career opportunities for secondary students, often at a time when they are making career choices.

The program aims to develop awareness of the importance of travel and tourism – the world's fastest growing industry – to their country and global economy. GTTP provides information and training that help the children to develop workforce-ready skills, attitudes and knowledge. CWT is a member of the GTTP Board and actively supports its mission and initiatives.

Celebrating 20 years of GTTP

Russia student competition

On February 16, a group of 10 CWT employees attended the GTTP's 20th anniversary event in Moscow, Russia. Each had the opportunity to work with the secondary school students in attendance, sharing their various experiences and views of working in the travel and tourism industry. On the second day of the event, students presented a number of project ideas they thought positively showcased the industry. Three CWT employees joined the jury panel and, after reading through the briefs and attending various presentations, helped to select the winning entries.

GTTP key facts

- More than 600,000 students in 2016, ages 15-19
- More than two million graduates
- Over 5,200 participating public secondary and vocational schools
- Financial and in-kind support provided by 2,500 local businesses
- 13 member countries in Africa, Asia, Latin America, North America and Europe
- "Passport" curriculum available in seven languages: English, Spanish, Russian, Chinese, Portuguese, Hungarian and French



www.gttp.org



We live...

Helping to change young people's lives

Casa do Zezinho were the winners of the US\$10,000 corporate CWT donation in 2015. For the second year in a row, CWT asked employees to decide which deserving charity should be selected for the corporate donation. Using an interactive map, employees post their local volunteer activities and the one with the most employee likes receives a donation of US\$10,000.

A Sao Paulo local charity, called "Casa do Zezinho," received the most likes (1,571), out of a total of 11,298. The Casa do Zezinho is a non-profit organization located south of São Paulo, Brazil. For the last 21 years, this organization has provided educational opportunities to underprivileged children and adolescents in the region. Each year, they help more than 1,700 young people, aged between six and 29 years, to adopt critical thinking, develop personal potential and expose themselves to new perspectives. This is done through multiple education activities, such as art, culture and professional training workshops. CWT's US\$10,000 donation will significantly help further their efforts.

Learn more about them here:

[Casa do Zezinho](#)



"Our people have really put their faith into this amazing community project. They totally believe in it."



Renata's story

Talk to **Renata** about the Casa do Zezinho initiative and you can hear just how much it matters to her and her colleagues. Our people have really put their faith into this amazing project. They totally believe in it.

"Last year, CWT Brazil chose to build a special relationship with a charity," explains Renata. "We asked employees who they wanted to support. The response was incredible. In just a week, they came back with over a hundred suggestions."

"Ultimately, the business voted for Casa Do Zezinho," she continues. "This was founded by Tia Dag, a woman who bought a house in São Paulo with her husband. They began by taking in seven vulnerable boys from the streets – keeping them safe from crime, poverty, violence and drugs. Today, they have a huge house where hundreds of young people can access care, support and education."

So how did CWT employees contribute to this initiative? "We've had great support. My colleague Vanessa Silva deserves a special mention," says Renata. "She really took control of our campaign and headed up the communications. This included her

talking passionately about why we should fund the project to an audience of nearly one hundred business leaders."

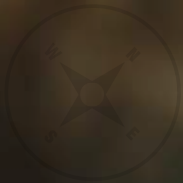
Asked about the impact the charity makes, Renata remembers a particular encounter. "I visited the house. One of the girls there told me she was so proud of the things she'd learned. She said that before, nobody had ever told her that anything she'd done was good. Now she was being encouraged she felt like the most amazing person in the world."

"This will make a real difference, being selected for the CWT corporate donation of US\$10,000," says Renata of CWT Brazil. "For example, we're looking at supporting a project called 'Move, Zezinho!' which get kids involved in sports, nutrition, yoga and healthy things. But I know we can give much more. CWT people are seeing that they're changing lives, and that's inspiring them. When you think that this charity started with nothing more than love, passion and hope, it shows you can achieve pretty much anything if you truly believe it."

Renata Moreti is Director of Compliance for CWT LATAM, and is based in Sao Paulo, Brazil.

08

Supplementary Information



The United Nations Global Compact Ten Principles in action at CWT

UN Global Compact Ten Principles	CWT Responsible Business Report Chapters	Sections	Pages
Human Rights Principles 1, 2	01 Introduction 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 04 Human Resources and Human Rights 07 Community Involvement	Awards and Recognitions We said and we did... Our Responsible Business journey We will... We think... Various	8 14, 15 16 23 33 69-79
Labor Principles 3, 4, 5, 6	01 Introduction 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 04 Human Resources and Human Rights 06 Responsible Products & Services	Awards and Recognitions We said and we did... Our Responsible Business journey Various Enhancing business continuity planning & management	8 14 16 33-45 61-62
Environment Principles 7, 8, 9	01 Introduction 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 05 Environment 06 Responsible Products & Services	Awards and Recognitions We said and we did... Our Responsible Business journey We will... Various Green travel	8 15 16 23 47-57 63, 65
Anti-Corruption Principle 10	01 Introduction 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 02 Responsible Business Strategy & Governance 03 Ethics & Business Behavior	Awards and Recognitions We said and we did... Our Responsible Business journey We will... Various	8 14, 15 16 22 25-28

GRI table

This is a self-declaration assessment in accordance to the “core” option of the Global Reporting Initiative (GRI) as of June 2016.

General Standard Disclosures	Description	Information
Strategy and Analysis		
G4-1	Sustainability strategy statement	RB Report - June 2016, p5, 11, 13
G4-2	Description of key impacts, risks and opportunities	RB Report - 2013, p15-16
Organizational Profile		
G4-3	Name	Carlson Wagonlit Travel
G4-4	Primary brands, products, and/or services	RB Report - June 2016, p6
G4-5	Location of headquarters	Global Office - Paris, France
G4-6	Countries of operation	RB Report - June 2016, p6-7
G4-7	Ownership	Privately owned organization
G4-8	Markets served	RB Report - June 2016, p6-7
G4-9	Scale and Size	RB Report - June 2016, p7
G4-10	Workforce	RB Report - June 2016, p7, 37-39
G4-11	Collective bargaining agreements	RB Report - June 2015, p31
G4-12	Supply chain	RB Report - June 2016, p28
G4-13	Significant changes	CEO change 2016; RB Report - June 2016, p5
G4-14	Precautionary approach	RB Report - June 2016, p59
G4-15	External principles	RB Report - June 2016, About this report, EcoVadis p8, UNGC p12
G4-16	Memberships in associations	RB Report - June 2016, (UNGC, p12; GTTP, p77) RB Report - 2013, (Trace International p31)

General Standard Disclosures	Description	Information
Identified Material Aspects and Boundaries		
G4-18	Defining content	RB Report - June 2016, About this report
G4-19	Material aspects	RB Report 2013, p15-16
G4-20	Aspect boundary within the organization	RB Report - June 2016, About this report, p13
G4-21	Aspect boundary outside the organization	RB Report - June 2016, About this report, p13
G4-22	Re-statements	None
G4-23	Changes	RB Report - June 2016, About this report, Environmental scope, p49
Stakeholder Engagement		
G4-24	Stakeholder Groups	RB Report - June 2016, p13
G4-25	Basis for selection	RB Report 2013, p15-16 (Materiality assessment)
G4-26	Approaches to stakeholder engagement	RB Report 2013, p15-16 (Materiality assessment)
G4-27	Key topics from stakeholders	RB Report 2013, p15-16 (Materiality assessment)
Report Profile		
G4-28	Reporting period	RB Report - June 2016, About this report
G4-29	Date of previous report	June 2015
G4-30	Reporting cycle	RB Report - June 2016, About this report
G4-31	Contact	RB Report - June 2016, About this report, Back Cover

General Standard Disclosures	Description	Information
Report Profile (continued)		
G4-32	GRI Content Index	RB Report - June 2016, p82-83
G4-33	Assurance	None.
Governance		
G4-34	Governance structure	RB Report - June 2016, p17
Ethics and Integrity		
G4-56	Values	www.carlsonwagonlit.com
Specific Standard Disclosures	Description	Information
ENVIRONMENT		
Energy		
G4-EN3	Energy use within the organization	RB Report - June 2016, p50
G4-EN4	Energy use outside of the organization	RB Report - June 2016, p51-52
G4-EN5	Energy intensity	RB Report - June 2016, p49
G4-EN6	Reduction of energy consumption	Reduction monitoring to begin in 2016
Emissions		
G4-EN15	Direct Greenhouse Gas emissions	RB Report - June 2016, p49
G4-EN16	Indirect Greenhouse Gas emissions	RB Report - June 2016, p49
G4-EN17	Other Indirect Greenhouse Gas emissions	RB Report - June 2016, p49
G4-EN18	Greenhouse Gas emissions intensity	Monitored but not disclosed
G4-EN19	Reduction of Greenhouse Gas emissions	Reduction monitoring to begin in 2016

Specific Standard Disclosures	Description	Information
Compliance		
G4-EN29	Fines and environmental non-compliances	None
Transport		
G4-EN30	transporting products, other goods or people	RB Report - June 2016, p51-52
SOCIAL		
Training and Education		
G4-LA10	Skills management and lifelong learning	RB Report - June 2016, p34, 40-42
Diversity and Equal Opportunity		
G4-LA12	Composition of governance bodies and employee diversity	RB Report - June 2016, p17, 34, 37-39
HUMAN RIGHTS		
Supplier Human Rights Assessment		
G4-HR10	New suppliers screened using human rights criteria	RB Report - June 2016, p28
Human Rights Grievance Mechanisms		
G4-HR12	Grievances about human rights	RB Report - June 2016, p27
SOCIETY		
Anti-corruption		
G4-SO3	Operations assessed for risks related to corruption	RB Report - June 2016, p27
G4-SO4	Communication and training on anti-corruption	RB Report - June 2016, p26-27

Thanks and photo credits

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

We mobilized employees in six locations and have only used real CWT employees to create the photos you see in this report. On the following pages is a list of those who appear in this edition.

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Last but not least, thanks to the RB Ambassadors, Correspondents and CWT employees for bringing responsible business to life in our organization, not only in 2015 but in the past and the years to come.

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Various CWT employees and teams
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Greater Chicago Food Depository
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CWT Global and EMEA and CWT
France HQ employees with United
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Greater Chicago Food Depository
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Thanks and photo credits

07 Community Involvement

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