



GLOBAL BUSINESS TRAVEL

# RESPONSIBLE CONNECTIONS.

Corporate Social Responsibility | 2015

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# LETTER FROM THE CEO

## our commitment to corporate social responsibility



GOVERNANCE  
& ETHICS



EMPLOYEES



CUSTOMERS



COMMUNITY



ENVIRONMENT

American Express Global Business Travel (GBT) became a standalone company in July 2014, as a joint venture in which ownership is shared by the American Express Company and an investor group led by Certares. Since our early days as a new company, we've prioritized Corporate Social Responsibility (CSR). As a leader in the business travel and meetings industry, it's important to us to make a positive impact on the people we serve and employ, the communities where we live and work, and the planet on which we all live.

I joined GBT as CEO in August 2016, and was drawn to the company because of its long heritage of service – including a commitment to CSR efforts – and its unique position to invest in transforming its operations and business model. With each of those investments, GBT's leaders and employees are working hard to create solutions, programs and processes that support our CSR focus areas. It's something this company takes great pride in, and I'm proud to join forces with our teams around the world in making a difference when it comes to economic, social and environmental issues – we know it's important to our workforce, as well as the people and companies with whom we do business

In this, our second report, you'll see that we've maintained our focus on these five key areas: Governance & Ethics, Employees, Customers, Community and Environment. In addition, in November 2015, we extended our focus to include the United Nations Global Compact (UNGC) and its Ten Principles with respect to human rights, labor, environment and anti-corruption. As a signatory of the UNGC, we are dedicated to integrating the Global Compact and its principles into our business strategy, culture and daily operations.

Throughout this report, you'll learn more about our commitment to our CSR priorities, and see examples of how we're applying our CSR philosophy around the world in everything we do. I look forward to keeping you updated on our progress.

Sincerely,

Doug Anderson

CEO

American Express Global Business Travel

# OUR CULTURE VALUES

a big part of who we are

By acting according to these values, we will inspire the loyalty of our customers, maintain our leadership position in our business, attract and retain a highly talented and engaged workforce, and provide a superior return to our shareholders. This, in turn, will enable us to achieve our purpose of delivering exceptional business travel experiences.



## TAKE ACTION

We are agile and get things done right



## WIN TOGETHER

We collaborate to drive the best outcome



## OWN THE OUTCOME

We are accountable for our actions and empower each other



## KEEP IT SIMPLE

We stay focused and work smart to deliver results



## LOVE WHAT WE DO

We put our customers, travelers and employees first

# ABOUT GBT

## here's what we do

At GBT, we help thousands of companies around the world, both big and small, carry out better business travel. We tailor our corporate travel services to the individual needs of each particular company. Not everyone travels the same, but everyone travels to move their business forward. Through technology, information and global scale, we enable and empower the travelers of tomorrow with insights, service flexibility and connections. We provide innovative solutions and exemplary service to our customers around the world.

### GLOBAL BUSINESS TRAVEL

Manage and simplify your business travel. We offer end-to-end corporate management travel services with presence in nearly 120 countries. Our 6,500+ expert traveler counselors deliver a better travel experience so our customers and their travelers can take care of their business.



### GLOBAL BUSINESS CONSULTING

Optimize your business with actionable data and insights. Our global network of consultants deliver expert consultation on travel technology, online booking, compliance and expense management.

### MEETINGS & EVENTS

Transform your meeting investment. Our 1,000+ meetings experts on the ground in nearly 120 countries design and deliver effective, exciting experiences for your attendees.

# ABOUT GBT

## by the numbers

**100** YEARS IN GLOBAL BUSINESS TRAVEL  
Serving travelers since 1915

**40** YEARS IN MEETINGS  
46K+ meetings organized annually

**120+** COUNTRIES  
Spanning six continents

**12,000+** DEDICATED EMPLOYEES WORLDWIDE  
6500+ highly trained traveler counselors worldwide

**95%** CLIENT RETENTION  
37 of the *Business Travel News* Corporate Travel 100

**91%** TRAVELER SATISFACTION  
~17M travelers serviced each year

We assist our customers' business, travel and meetings needs with resources, connections and support that span 120+ countries. No matter where our customers do business, we are nearby and ready to help them succeed.

# ABOUT GBT

recognized for excellence

## #1

2015 *Business Travel News* Corporate Travel Provider

## Best

Corporate Travel Management Company, 2015  
*Travel Weekly China*

## Silver

2015 *EcoVadis* CSR Rating

## Gold

2015 *Best in Biz Awards* for Company of the Year (large)

## Bronze

2015 *Stevie Award* for Proactive Traveler Care, Front-Line Customer Service Team of the Year

## Best

Corporate Travel Services, 2015 *Superbrands*

## Top Ranked

Travel Management Company, *Travel Weekly's* 2015 Power List



## Top 25

Corporate Meetings & Incentives, 2015  
*Meetings Net Magazine*



# ABOUT GBT

## memberships & sponsorships

### ACTE

ASSOCIATION OF CORPORATE TRAVEL EXECUTIVES

ACTE has a 25-year reputation for leading the way corporate travel is conducted. ACTE pioneers educational and technological advances that make business travel productive, cost-effective and straightforward. ACTE advocacy and initiatives continue to support impactful changes in safety and security, privacy, duty of care and compliance, along with traveler productivity that supports global commerce. GBT is a Premier Chairman Circle Sponsor.

### GBTA

GLOBAL BUSINESS TRAVEL ASSOCIATION

GBTA connects the business travel world and promotes the value of business travel management. GBTA is the source for critical information on the business travel industry. For more than 40 years, the association has dedicated itself to the professional development of its members and the advancement of the business travel management community through advocacy, education and training, and networking opportunities. GBT was a gold sponsor and exhibitor at GBTA's 2015 annual convention. In addition, GBT provides leadership and sponsorship at annual and local events, and partners with the foundation on travel-related research.

### WINiT

WOMEN IN TRAVEL

WomenInTravel (WINiT) is a network of women and men serving as a catalyst to drive change, provide support and educate the public about the benefits of career development, visibility and promotion of women in the travel, meetings and event management industries. GBT is a founding sponsor of WINiT and has a seat on the WINiT Advisory Board. In addition, many GBT employees hold positions on WINiT's Advisory Committees.



# ABOUT THIS REPORT

here's what we're committed to



## GOVERNANCE & ETHICS

Operating with the highest ethical standards and lawful business practices

Promoting sustainability throughout our supply chain



## EMPLOYEES

Investing in our employees' growth and development

Engaging and caring for our employees

Creating a safe, inclusive and diverse culture



## CUSTOMERS

Building the next generation of servicing

Delivering exceptional traveler duty of care



## COMMUNITY

Investing in the communities where we live and work

Encouraging and supporting our employees' efforts, whether as donors or volunteers



## ENVIRONMENT

Embracing our responsibility to minimize our impact

Delivering responsible products and services

**MATERIALITY:** We identified and prioritized the issues and topics that matter most to us based on economic, social and environmental issues that may have an impact on our operations, finances, key stakeholders and reputation.

# ABOUT THIS REPORT

## second annual corporate social responsibility report

### OUR LEADERSHIP

Greg O'Hara | Chairman

Doug Anderson | Chief Executive Officer

Philippe Chérèque | President

Eric Bock | Chief Legal Officer & Corporate Secretary

Norma Corio | Chief Financial Officer

Steve Curts | Chief Strategy Officer

Si-Yeon Kim | Chief Risk & Compliance Officer

Doug Philbin | Chief Information Officer

JoAnne Kruse | Chief Human Resources Officer

Mike Qualantone | EVP, Global Supplier Relations

Joanna Macleod | EVP, Global Service Delivery

## STAKEHOLDERS

We engage with those core to delivering on our CSR commitments – investors, employees, customers and business travelers, business partners, local communities, industry groups and others.

## GOVERNANCE

Our CSR initiatives are governed by the Chief Human Resources Officer. The day-to-day initiatives are spearheaded and monitored by the Vice President of Corporate Social Responsibility in partnership with various business groups such as Risk & Compliance, Human Resources, Communications, Real Estate, Procurement, Sales and Marketing.

## GLOBAL REPORTING INITIATIVE (GRI)

Our reporting is guided by GRI G4 guidelines. GRI's mission is to make sustainability reporting a standard practice by providing guidance and support to organizations. For more information about GRI, visit: [www.globalreporting.org](http://www.globalreporting.org).

# THE UNITED NATIONS GLOBAL COMPACT

## our commitment to its ten principles

In November of 2015, we formerly pledged our commitment to support the Ten Principles of the United Nations Global Compact.

In our first annual Communication on Progress, we describe our actions in support of the Global Compact and its principles across our business strategy, culture and daily operations.

### HUMAN RIGHTS

#### Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

#### Principle 2

make sure that they are not complicit in human rights abuses.

### LABOR

#### Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

#### Principle 4

the elimination of all forms of forced and compulsory labor;

#### Principle 5

the effective abolition of child labor; and

#### Principle 6

the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

#### Principle 7

Businesses should support a precautionary approach to environmental challenges;

#### Principle 8

undertake initiatives to promote greater environmental responsibility; and

#### Principle 9

encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

#### Principle 10

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



# PROGRESS AGAINST PRIORITY AREAS

here's what we've done



Operate with the highest ethical standards  
100% of employees completed Code of Conduct training  
Zero tolerance for corruption policy; 100% of employees completed Anti-Corruption and Anti Bribery training

Promote sustainability throughout supply chain  
Published the GBT Supplier Sustainability Shared Values



Invest in employee growth and development  
Launched new HR application system (Workday) and learning platform (ULearn)  
Implemented new Coaching for Performance philosophy

Engage and care for employees  
Launched first annual Culture & Engagement Survey; achieved 80% employee participation  
Launched UConnect, GBT's social intranet

Create a safe, inclusive and diverse culture  
Expanded our Code of Conduct training to include a separate module focused on anti-discrimination



Build the next generation of servicing  
Continue to provide a seamless proactive customer experience

Deliver exceptional traveler duty of care  
Enhanced our Duty of Care services and tools; launched iJet partnership and implemented two-way travel disruption messaging



Invest in communities where we live and work  
As a company, we made charitable contributions to non-profit organizations worldwide

Encourage and support employee efforts as donors or volunteers  
Our employees continue to be dedicated to giving back and having a positive impact on our communities



Minimize our impact on the environment  
Measured and reported greenhouse gas emissions in our first year as a standalone entity

Deliver responsible products and services  
Continue to provide customers with the information needed to analyze, assess, manage and monitor greenhouse gas emissions to meet their sustainability goals

# OUR COMMITMENT TO GOVERNANCE & ETHICS

## what we believe

### SUPPLIER SUSTAINABILITY SHARED VALUES

We actively strive to promote ethical, social and environmental best practices within our business and among our supply chain.

In 2015, we introduced the American Express Global Business Travel Supplier Sustainability Shared Values which focus on advancing these best practices among our suppliers.

Suppliers doing or in consideration of doing business with GBT must comply with all local applicable laws and regulations. In addition, they must support the GBT Supplier Sustainability Shared Values.

We believe that the Company, its employees, and those acting on our behalf must engage in the highest standards of ethical and transparent business practices, and comply with all applicable laws and regulations in locations we operate.

GBT is a customer-focused business. We earn our clients' trust by providing outstanding service and committing to always do the right thing.

American Express Code of Conduct (the Code) along with numerous policies, procedures and guidelines, helps us achieve this. The Code is at the heart of our compliance program. It outlines the standards that we must uphold in all of our dealings with each other and our shareholders, our customers, our vendors and other business partners.

The Code is reviewed and updated annually, and all employees are required to participate in annual online training. In 2015, 100% of all employees completed Code of Conduct training.

Upholding our ethics and integrity is a shared responsibility. All of our employees, business partners, contractors and third-party service providers share in our commitment to conducting our business open and honestly.

In 2015, we published and distributed the [American Express Global Business Travel Supplier Sustainability Shared Values](#). We ask that all of our partners within our supply chain review and commit to advancing these best practices.

**GBT is the most highly regulated Travel Management Company; regulated by financial authorities including the Federal Reserve Bank of the U.S.**

Our Global Compliance & Risk organization is responsible for delivering a robust compliance program, and promoting awareness and understanding of the laws and regulations that apply to our business. The Chief Risk & Compliance Officer is accountable to the Board of Directors and Compliance Committees.

Through prevention, detection and response mechanisms in place, the Compliance & Risk management team have delivered a true 360° Compliance Program that is embedded into the DNA of GBT.

# OUR COMMITMENT TO GOVERNANCE & ETHICS

## 360° compliance program

### CORPORATE GOVERNANCE STRUCTURE

#### Board of Directors

The Board consists of 11 members; four from American Express Company, four from the investor group Certares and three independent Directors.

#### Board Committees

To execute its responsibilities, the Board has several committees:

- › Audit & Finance Committee
- › Risk Management Committee
- › Compliance Committee
- › Compensation Committee
- › M&A Committee

Our compliance program, in addition to the Code of Conduct, includes a suite of compliance policies:

- › Anti-Corruption Policy
- › Anti-Money Laundering Policy
- › Compliance Risk Assessment Policy
- › Compliance Monitoring and Testing Policy
- › Compliance Issue Management Policy
- › Regulatory Compliance Training Policy

Good compliance is good business, and having a solid compliance program in place is the best protection.

Every employee at GBT has a part to play in our compliance program.

In addition to the Code of Conduct, each year GBT employees are required to take additional compliance training courses to help them understand how to act ethically and in accordance with all laws and regulations in the countries in which we operate.

Our Global Risk & Compliance organization, composed of Regional Compliance Officers and Subject Matter Experts, works together to develop a Compliance Training Plan that is consistently and effectively implemented across the globe.



## OWN THE OUTCOME

We are accountable for our actions  
And empower each other





# OUR COMMITMENT TO GOVERNANCE & ETHICS

creating a culture of compliance

Our Code of Conduct and corporate-wide policies bind our employees and set the ground rules for everything we do.

Informal communication, discussion forums, in-person outreach, and workshops provide user-friendly advice and targeted messages.

Formal training and communication breed understanding, ownership and accountability.

Each year, the team identifies the relevant courses, target audience, method of delivery, scope and schedule for required training among GBT employees, third-party vendors, suppliers and other counterparties, as appropriate.

Our 2015 annual Compliance Program Training Plan consisted of:

## Anti-Corruption & Anti Bribery Policy

We may not offer or accept any improper payments, gratuities or gifts that are given (or may appear to be given) with the intent to obtain or retain business or secure services.

Bribery harms not only GBT, but also the communities where we do business. GBT has adopted a zero tolerance policy for bribery, regardless of where we are located. This means we will not engage in any form of bribery. We maintain a robust Anti-Corruption Policy and related guidelines, procedures and controls designed to comply with anti-corruption rules and regulations, as applicable.



**100%**  
of employees completed  
Anti-Corruption & Anti  
Bribery Training



# OUR COMMITMENT TO GOVERNANCE & ETHICS

## Code of Conduct

The Code of Conduct provides guiding principles on how we conduct business.

The code highlights our commitment to employees, customers, communities and the environment. In 2015, we expanded the training to include a separate module focused on anti-discrimination as our company recognizes that a mix of backgrounds, opinions and talents enriches our company and helps us all to achieve success. This additional curriculum enhances our focus and commitment to Human Rights while including anti-discrimination policies at GBT as reflected in the Equal Credit Opportunity Act implemented by Regulation B.



**100%**

of employees completed Code of Conduct Training

## Information Security & Privacy Awareness

Privacy is important to us, because protecting our customers', employees', partners' and company's valuable information is essential to our business.

Our privacy program governs the systems, processes and procedures controlling the collection, use, and sharing of traveler and employee personal information. In addition, we comply with the legal requirements governing the use of personal information in the countries we operate, and as a company under the American Express brand and its privacy programs, we operate in compliance with their Data Protection & Privacy Principles.



**100%**

of employees completed Data Privacy Awareness Training

## Sanctions & Anti-Money Laundering

We must actively guard against the use of our company's products and services for money laundering and the financing of terrorism.

GBT is committed to the fight against money laundering and terrorist financing, which continues to be the focus of considerable attention by governments, international organizations and law enforcement agencies around the world. This is an issue that we take extremely seriously. Our Anti-Money Laundering Policy addresses money laundering, terrorist financing and sanctions.



**99.9%**

of employees completed Sanctions & Anti-Money Laundering training

Based on role within the company, additional compliance training may also be required for individual GBT employees.



# OUR COMMITMENT TO EMPLOYEES

creating a positive work experience

## HR EXECUTIVE OF THE YEAR



2015 GOLDEN  
BRIDGE AWARDS

JoAnne Kruse, GBT's Chief Human Resources Officer, receives the Gold Award for Human Resources Executive of the Year at the 2015 Golden Bridge Awards.

Awards are given to companies and individuals who listen to their customer needs and are in turn able to build better products and provide better services.

We employ some of the best people in the business to provide exceptional traveler care, around the world and around the clock.

We strive to create engaging and rewarding experiences that allow individuals with the passion for innovation and service to make connections that matter. We are dedicated to the ongoing development, growth and success of individuals as they continue their careers with GBT. Helping our employees find the journey that's right for them and reaching their potential is what we call "Navigating Your Great".

**#NavigateYourGreat** is about personal discovery. It's about plotting a course to an extraordinary life, both personally and professionally. We are committed to helping our employees navigate their journey to greatness. We want each of our employees to truly **Love What They Do**.

From on-boarding a new employee to supporting their development and recognizing their achievements, we are committed to creating a positive work experience for our employees.

As part of our journey toward operating as a standalone company, a big step was to enhance our work experience. Several new global, cloud-based solutions for employee data and information, benefits, payroll, professional development, performance management, and compensation were launched throughout 2015, including **Workday**.

Workday, unifies all of our HR applications into one seamless system, allowing employees to take charge of their work life in a whole new way. By bringing all HR activity into a modern, secure cloud-based tool,

Workday transforms the way employees and managers interact with their personal and professional information. Available to all employees globally in 27 countries, it brings together human resources, recruitment and performance management, reducing the number of systems an employee needs to access, while increasing visibility of information.



70% +

of employees have 5+  
years of service

# OUR COMMITMENT TO EMPLOYEES

## Welcoming New Employees

A strong on-boarding program can dramatically improve performance, fit and readiness of every person who takes on a new role at GBT. In 2015, we took a new look at new hires and launched our new Global Recruitment Policy, which sets forth how we hire and welcome new employees, and demonstrates our commitment to promote diversity and equal opportunity. We also assembled a new Global On-boarding Team to provide a seamless experience for new employees upon joining GBT, and each region facilitates a monthly virtual GBT Orientation to welcome new employees.

## Developing Our Employees

Every individual's career is unique, and our Global Talent Development team is dedicated to the ongoing development, growth and success of individuals as they continue their careers with GBT. In 2015, we launched our new learning platform, [ULearn](#).

Through ULearn, we offer extensive training programs to support the development of our employees across all levels and business functions. Employees are offered training in technical and customer service skills, personal development and leadership development. ULearn delivers a social learning experience, with exciting features and content that are both engaging and relevant to employees. In 2015, U.S. employees completed an average of 27+ hours of training.

Whether through on-the-job training, virtual we-based training or formal training programs, GBT believes that education opportunities have the potential to positively impact both employees and the company.

## Coaching for Performance

Performance is a journey, not a destination. In 2015, we shifted the way we talk about performance by placing the focus on coaching. In doing so, we empower employees to take ownership of their career journey with relevant, on-demand feedback and coaching from managers to drive growth. Our new philosophy toward performance coaching minimizes the time investment in documentation, allowing employees to focus on what really matters: conversations that fuel performance for the future, rather than assessing performance of the past.

# OUR COMMITMENT TO EMPLOYEES

## recognizing & rewarding our employees

### PACESETTERS LEGENDS

As part of our Pacesetters recognition program, five of our top-performing employees were recognized as Pacesetters Legends. The Pacesetters Legends award is the highest recognition a GBT employee can receive. It recognizes those employees who are top achievers, year after year. It's no small feat to constantly make a mark on our business – but five exceptional employees have done it, and we know they'll continue to do so!



### WIN TOGETHER

We collaborate to drive the best outcome

Recognizing and rewarding employees who deliver extraordinary results while living our Culture Values and acting as a key part of the success of our company is an important part of who we are.

Our annual recognition program, **Pacesetters**, recognizes our top achievers who consistently deliver outstanding results while making GBT a great place to work. These individuals represent the very best of GBT and are role models for the values of the organization.

511 top-performing employees were recognized for their 2015 achievements. Pacesetters from 43 countries were joined by senior leaders and our partners at the Hilton Waikoloa Village in Hawaii in 2016 to celebrate.

Recognizing employees for their achievements is not only an annual event. Individual wins are celebrated daily, and come in all shapes and sizes. Over time, when we tally each of our employees' individual wins, they add up to big wins and to our overall success. None of us can do it alone; when we **Win Together**, we deliver truly great things for our company, our customers and our travelers.

In addition to our recognition program, we offer various employee benefits around the world, including competitive compensation and benefits packages and flexible work schedules. Through our Tuition Reimbursement program, eligible employees can also receive financial reimbursement to cover all or some of the cost of higher education.

Congratulations to our 2015 Pacesetters Legends, pictured with Joanna Macleod, EVP, of Global Service Delivery



Soledad Quintana  
Travel Counselor  
Argentina  
11 years of service



Rick Stahl  
Lead Travel Counselor  
United States  
11 years of service



Erika Conran  
Travel Counselor  
United States  
25 years of service



Claire Womersley  
Director, Supplier Relations  
United Kingdom  
13 years of service



Katrina Connor  
Operations Manager  
Australia  
10 years of service

# OUR COMMITMENT TO EMPLOYEES

## engaging & listening to our employees

### EMPLOYEE NETWORK GROUP SPOTLIGHT

#### LEAGUE: LGBTQA Employees At GBT United in Equality

Established in 2015, the group has 100+ members.



James Lovejoy |  
Global Project  
Manager for  
Technology, Global  
Service Delivery

Jim created the space as a place for employees to talk about their challenges, obstacles, achievements, and to provide encouragement and support to LGBT colleagues.

"We are fortunate that we can build upon our American Express legacy of supporting LGBT employees as we create GBT." – James Lovejoy

Every voice counts. We strive to ensure that every employee has an opportunity to have their voice heard.

Listening to and engaging our employees is important to the future success of our company. In 2015, we launched our first annual **Culture & Engagement Survey** as a standalone company. Through the survey, employees provided anonymous feedback to improve our company culture and employee experience around the world. Over 9,500 employees provided powerful feedback – that's 80% participation – about GBT, our workplace and our culture. The input received serves as a baseline against which we will measure our culture and engagement moving forward.

A key focus area stemming from our 2015 survey results was communication. Transforming the way we communicate to create an open and collaborative environment was important for us as a company and to our employees. At the center of this transformation was the launch of **UConnect**.

UConnect, our social intranet, fosters two-way communication across our global employee network. It has changed the way we communicate and manage information, and has helped to transform our culture. Employees are able to connect with each other and leaders, share feedback and ask questions; giving everyone a voice and bringing together our extensive virtual population in an easy-to-use online platform. In this new online community, employees can also post blogs, start discussions and create employee network groups for team collaboration. Employee network groups are a great way to promote an inclusive workplace where employees can come together around shared backgrounds and interests to engage and learn from each other.

As a company, we strive to ensure that open, honest communication is the expectation and not the exception. We encourage employees to feel comfortable to make suggestions on how we can make our company better and raise concerns they may have about their workplace environment. Employees may speak informally, confidentially to their leader, Employee Relations or Compliance or anonymously via the GBT Ethics Helpline.



# OUR COMMITMENT TO EMPLOYEES

## caring for our employees

We are committed to providing a safe and healthy place to work where employees can be most productive, maintain their best possible health and achieve work-life balance.

Our employees are our most valuable asset. We recognize that flexibility and trust are critical to achieving work-life balance, and we are committed to safeguarding the well-being of our employees. This isn't something we do because of laws and regulations; it's fundamental to our company's values and success. There can be no compromise on ensuring our employee's health and safety.

### Providing Greater Flexibility

Our Flexible Work program is designed to help employees become more productive while maintaining work-life balance. It's not about where an employee works; it's about the role we all play in driving the success of our company. Depending on an individual's role and responsibilities, there are various flexible working arrangements available. In 2015, 42% of employees globally were home based.

### Safeguarding the Well-being of Our Employees

As a company we have established extensive policies and procedures covering the health and safety of our employees, contractors and visitors. We maintain a comprehensive global Health & Safety Program that meets all legal requirements in each country we operate.

Creating and maintaining a safe workplace is the responsibility of every employee, with accountability at all levels of the company. Individual employees have an obligation to observe all the regulations, policies and procedures concerning health and safety.

#### FLEXIBLE WORK PROGRAM

Flexible work arrangements include, but are not limited to:

##### Virtual Workplace

Working 1-2 days per week or 100% of the time from a dedicated home office

##### Roam

Mobile and on the road for the majority of the time, with the ability to drop into the office when required

##### Flexible Time

Altering the start and/or finish times of a working day while maintaining the same number of regularly scheduled hours

##### Compressed schedule

Altering the start and finish times of work day to compress working hours into fewer days

##### Part-time & Job Share

Working fewer days per week at reduced pay, and more than one person sharing a position on an ongoing basis





# OUR COMMITMENT TO EMPLOYEES

cultivating a culture of diversity, inclusion & equal employment opportunity

We strive to offer an inclusive workplace where employee differences are valued and leveraged for individual, business and organizational success.

We are committed to treating every individual with dignity and respect, and strive to provide and maintain a work environment free from discrimination, harassment, favoritism or bullying of any kind. Further, GBT will accommodate the religious observances and known disabilities of qualified employees and candidates to enable them to perform the functions of their job (or apply for employment) to the extent it does not create an undue hardship to the company.

We provide equal employment opportunities to all individuals based on job-related qualifications and ability to perform a job. It is our policy that there be no discrimination against any person on the grounds of race, color, national origin, ethnicity, disability, age, sex, including pregnancy, marital or domestic partner status, sexual orientation, gender, gender identity, genetic information, citizenship, religion or beliefs, work status, veteran status or any other classification protected by law.

We understand that a global workforce that reflects a mix of backgrounds, opinions and talents enriches our company. In 2015, 38% of our corporate executives were women, up 6% from prior year. Women represented 26% of senior managers, 47% of managers and 75% of non-managers in 2015. Employee ethnicity in the U.S. remains unchanged from prior year, with 73% White (non-Hispanic or Latino) employees, 6% Asian, 9% Black or African American, 9% Hispanic or Latino and 1% representing two or more races.

# OUR COMMITMENT TO EMPLOYEES

## supporting our veterans

In 2015, we piloted an outreach program to the U.S. Military community to recruit veterans, spouses of veterans or those currently serving in the military.

At a job fair at MacDill Air Force Base in Tampa, Florida, we met Terry Zimmerman, a U.S. Army Infantryman who had served three years in West Germany from 1981 – 1984 and an additional three years of inactive service. Terry was homeless at the time he interviewed for an opportunity to work as a part-time travel counselor for GBT.

The photo at right was taken in December 2013, during Terry's homeless veteran days. He says he hasn't changed much in appearance since then, although at the time, he suffered from depression. Despite that, Terry says his expression shows that he knew something better was going to happen.

On the day Terry interviewed with GBT – July 23, 2015, a day he recalls well – he didn't think he was qualified for the role. He was, though, and the first step to his recovery was getting a job with GBT.

Looking back, Terry realizes how much that interview in the summer of 2015 changed his life. After a few months, Terry was offered a full-time position with GBT, and his attitude has been restored to the likeable person he always was in the past. *"Today I know that, no matter what happens to me, I'll recover somehow or someway."* – Terry Zimmerman



Terry Zimmerman | Traveler Counselor in Tampa, Florida

*"You are viewing the photo from my homeless veteran days. By becoming an employee of American Express Global Business Travel, I am now an employed military veteran with a stable home. I actually love my job and haven't loved anything much since my downfall in 2008." – Terry Zimmerman*

# OUR COMMITMENT TO EMPLOYEES

## human rights and labor

### SUPPLIER DIVERSITY

Our commitment to developing and fostering an inclusive and diverse culture also extends to our relationships with our suppliers, vendors and business partners.

We support the engagement of diverse suppliers on an equal basis with other suppliers. We work to identify opportunities to contract with diverse suppliers to satisfy business objectives. We define diverse suppliers as minority-owned, women-owned, historically underutilized businesses (HUB) zones, service-disabled, veteran-owned, lesbian, gay, bisexual and/or transgender-owned, and small or other disadvantage enterprises.

### Respecting Human Rights

We are committed to respecting human rights wherever we operate; this is embodied in our Code of Conduct and our Global Equal Employment Opportunity Policy.

Our conduct in our global operations is consistent with the spirit and intent of the United Nations Universal Declaration of Human Rights; the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, where applicable to business; and other applicable international principles, including the Voluntary Principles on Security and Human Rights.

GBT respects the human rights of all workers and strives to maintain an environment that is free from discrimination, harassment or abuse. We ensure that our pay practices are fair, compliant and competitive, and that our working conditions are healthy and supportive.

### Upholding Child & Forced Labor Principles

We will not tolerate the use of child or forced labor in any of our global operations or facilities.

We will not tolerate the exploitation of children, their engagement in unacceptably hazardous work, and the physical punishment, abuse or involuntary servitude of any worker.

We expect our suppliers and contractors with whom we do business to uphold the same standards. Should a pattern of violation of these Principles become known to GBT and not be corrected, we shall discontinue the business relationship. For the purpose of these Principles, a “child” is anyone who is less than 15 years of age.



# OUR COMMITMENT TO CUSTOMERS

## building the next generation of servicing

### CUSTOMER SERVICE EXECUTIVE OF THE YEAR



2015 GOLDEN BRIDGE AWARDS

Joanna Macleod, Executive Vice President of Global Service Delivery, receives the Gold Award for Customer Service Executive of the Year at the 2015 Golden Bridge Awards.

Awards are given to companies and individuals who listen to their customer needs and are in turn able to build better products and provide better services.

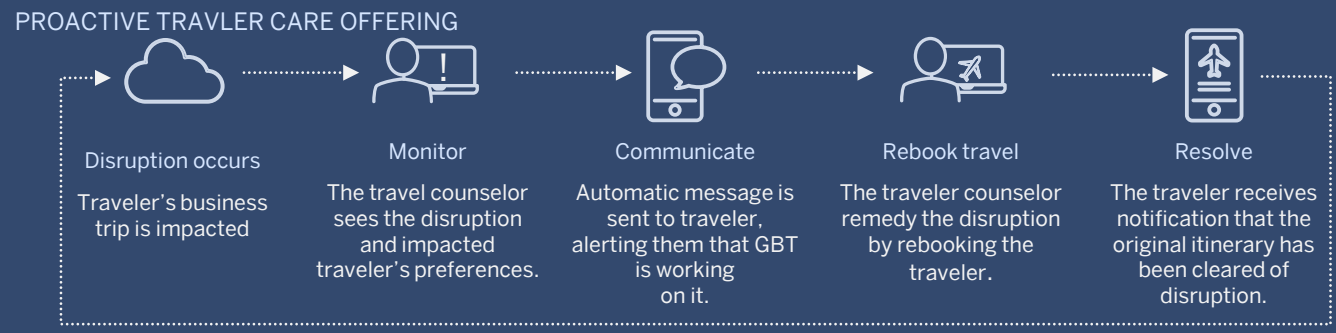
We believe in a true partnership with our customers.

Every day, the world gets a little smaller and moves a little faster. With a presence spanning six continents, GBT connects the world to help our customers grow their business. From strategic, holistic global account management, to our proactive servicing, to our travel professionals – who are the heartbeat of our company – we provide a seamless proactive customer experience to our customers and business travelers, offering a true partnership for end-to-end travel management.

Providing information at the moment it's needed makes it effortless for business travelers to manage disruptions.

We know that travel delays, cancellations and diversions can be a drain on a traveler's productivity and negatively affect their experience as a business traveler. Through our proactive servicing, we are able to notify travelers in advance of disruptions and make alternative bookings to get them where they need to be.

Our integrated technology and processes deliver a high-value proactive travel experience.



# OUR COMMITMENT TO CUSTOMERS

## delivering exceptional traveler care

### BUSINESS CONTINUITY PLANNING

GBT develops, maintains and exercises Business Continuation Plans (BCPs) that are consistent with the Company's assessment of critical business functions and recovery objectives.

Every department, division, branch or location of the organization is required to have a BCP that documents the continuity process for critical business functions.

GBT takes the appropriate precautionary measures to prevent the unexpected interruption of business operations and to have appropriate plans and procedures in place to ensure consistent, predictable delivery of services to customers in the event of a business disruption.

Operating 24 x 7, our aim is to continually watch for any weather delay, flight schedule change or other similar event that may risk a traveler's ability to reach their destination on time. When a disruption impacts a traveler, our dedicated team reaches out proactively.

Using our state-of-the-art technology – based on a user's preferences – our travel counselors have the ability to communicate with travelers through e-mail, SMS, a mobile solution or a phone call. Our team services business travelers the way they want to be serviced.

**We take care of the people who take care of your business; travelers can have peace of mind knowing urgent travel support is always available.**

GBT understands the value of people, because we've been taking care of business travelers for over a century. We live in an unpredictable world. Plans often change at a moment's notice. Meetings are canceled or rescheduled. Flights are delayed. Disruptions from political instability, natural disasters and medical emergencies occur. GBT has thousands of highly trained professionals around the world ready to respond at a moment's notice. Locating travelers in an emergency is critical, and we understand this.

We address our customers' duty of care responsibilities through After Hour Services, Travel Alerts & Communications and Traveler Location solutions.



**LOVE WHAT WE DO**  
We put our customers,  
travelers and employees first



# OUR COMMITMENT TO CUSTOMERS

## duty of care



### After Hours Services

Our business travel solutions give our customers and travelers peace of mind with live phone support around the clock, 365 days a year. When business travelers need to speak with a real person, they can always dial the same number or press Click-to-Call on their smart phones to reach our travel counselors, who are equipped with instant access to itineraries, profiles and supplier programs.



### Travel Alerts & Communications

Through **TRAVEL ALERT**, an electronic broadcast service, travel managers receive up-to-the-minute travel news alters and updates. Monitored and updated by a worldwide team of security analysts and editors 24 hours a day, seven days a week, **TRAVEL ALERT** tracks events that could potentially impact travelers.

Business travelers also have access to **INFOPOINT**, a comprehensive website centralizing detailed information about countries and cities around the world. The site provides health and safety information, in addition to a wealth of information specifically targeted to the needs and interests of global travelers, such as historical- and cultural-based country overviews, local language considerations, currency information and more.



### Traveler Location Solutions

With **EXPERT CARE**, customers can proactively monitor travel plans, quickly pinpoint travellers worldwide, and communicate with them at a moment's notice, around the world and around the clock.

By integrating itinerary information, flight status monitoring, and Card Swipe with the American Express® Corporate Card, the **EXPERT CARE** platform can provide near real-time, location-based traveler information. In 2015, we partnered with **iJET™** to integrate risk intelligence information to provide a dynamic tool. **EXPERT CARE**'s communications functionality includes customizable two-way messaging between travelers and travel managers, and security alerts for travelers.

**EXPERT CARE** is an interactive, intuitive, easy-to-use solution that supports a travel management team's ability to make informed risk-mitigating decisions.

# OUR COMMITMENT TO CUSTOMERS

## GLOBAL SERVICE DELIVERY



Daniel Carceles  
Vice President,  
Head of Service  
Delivery in  
France

*“Our staff went beyond just doing their job, We had a substantial amount of emails and calls to answer, and everyone working that weekend worked tirelessly to make sure every customer issue was addressed and resolved.” – Daniel Carceles*

Our customers echoed this sentiment.

*“It is especially in times like this that we truly support how American Express GBT steps up, mobilizes your staff and is relentless in ensuring our employees and their families are contacted and communicated with.” – GBT customer*

Our customers – and their travelers – always come first.

In November 2015, Paris was targeted by a series of terrorist attacks that initiated a state of emergency and created substantial impact in France, across Europe and around the globe. As part of our commitment to our customers to provide exceptional traveler care, we instinctively knew we had to locate our customers’ travelers.

An event as impactful as the Paris attacks means we have to be more than prepared to help our customers. Our Global Service Delivery organization increased staffing levels in all regions to handle the large volume of inquiries. All trained customer service team members that could help, did.

Our customer servicing teams put in long hours to provide services to travelers impacted by the attacks. When customers called, our teams located travelers and provided guidance on their welfare and safety. Our travel counselors, as well as our Joint Ventures and Travel Partner Network helped accommodate travelers around the clock.

Our crisis management didn’t end after that weekend. We made sure that business travelers with future plans in Paris were adequately prepared. Because there was a travel ban in Paris, we worked with travelers and adjusted their itineraries to alternate airports or other means of transportation. We had to work with numerous cancelations, but in the end, we made sure travelers got to where they needed to be.



All travelers accounted for and returned home or continued their travel safely



20,000+ calls managed globally. In Europe, inquiries increased by 174%



Customer service team worked 130% additional hours over that weekend

# OUR COMMITMENT TO COMMUNITIES

## making a difference

We are committed to supporting the communities where our employees, customers and travelers live and work.

As a company, we make charitable contributions to various non-profit organizations worldwide. Giving back continues to be part of who we are as a company. We have a long-standing tradition of giving back, and as we continue to shape our future as GBT, we will look for opportunities to support organizations that align with our focus on creating a better tomorrow.

Through our campaign – **GIVE FOR A BETTER TOMORROW** – we strive to create meaningful ways for our employees to give back as donors or volunteers, or both.

Our employees continue to be dedicated to giving back and having a positive impact by serving their local communities. From back-to-school drives, to clothing and toy drives, to participating in walks and runs in support of a specific cause, our GBT employees continue to make a difference in their local communities. Here are just a few examples:

Team GBT Pink Miracle, along with other employees, participated in the Canadian Institute for Breast Cancer Run for the Cure supporting the Canadian Breast Cancer Foundation. Together, Team GBT PINK MIRACLE'S fundraising and volunteer efforts culminated in an amazing expression of commitment in the pursuit of a future without breast cancer.

“Through our joint efforts, we can help make a measurable difference in the lives of thousands of women.” – Jackie Lacy, Manager, International Account Development; Toronto, Canada

In Houston, Texas, GBT employees volunteered at the Houston Food Bank. There, the team filled boxes with specific food items to provide a week of nutritious meals for the elderly and/or those on a fixed budget. Together, the team assembled enough boxes to feed nearly 500 individuals. This is just one example of how our GBT Houston Volunteer team continues to come together to **GIVE FOR A BETTER TOMORROW** in their local community.

“It’s hard work, but we always make it fun. Nothing is more rewarding than working alongside your comrades to give back to our community. We all work virtually now, so we usually end the day with a group lunch to break bread, laugh about old times and catch up on everyone’s lives.”  
– Vicki Fehmer, Service Delivery Team Leader; Texas, USA



# OUR COMMITMENT TO COMMUNITIES

## INTER[action]

The American Express Meetings & Events All-Employee Annual Meeting and Supplier Showcase – INTER[action] – brings together employees and suppliers from across the globe.

As part of the event, employees purchased raffle tickets in exchange for chances to win incredible prizes – including hotel nights, airline tickets, city excursion packages and more – while at the same time giving back to a local charity.

This year's event was in Toronto, and the team was excited to partner with the Toronto Symphony Youth Orchestra (TSYO).

The TSYO is dedicated to providing high-level orchestral experience for talented young people aged 22 and under. The program provides a unique and powerful life-enriching experience, encouraging high achievement no matter what career path they pursue.

The team raised \$8,200 CAD for the TSYO. They also had the exciting opportunity to have the TSYO perform for the entire attendee base.

## PACESETTERS

During our 2015 annual Pacesetters celebration, our top 2014 Pacesetters across GBT from 40 countries worldwide came together in Istanbul, Turkey to commemorate their success. It also marked GBT's first anniversary as a standalone travel management company and also celebrated another special anniversary: GBT's 100-year heritage of working in travel.

To mark these milestones and to remember those who have helped build the company we are today, Pacesetters planted 45 trees in the İzmir Ödemiş Gölcük Forest in Turkey – creating a sustainable connect to stand the test of time.



## TEAM BUILDING

Coming together as a team provides employees the opportunity to see how they can have an impact on the business, but it's also great opportunity to make a positive impact on their local community.

During a Global Service Delivery team meeting in Phoenix, Arizona, members from the leadership team, team leaders and traveler counselors volunteered at Feed My Starving Children – a non-profit organization committed to feeding children who are hungry in body and spirit.

The team packaged more than 24,000 meals to be distributed to malnourished children around the world – enough to feed more than 60 children for an entire year!



*"Not only did it give us a chance to connect and enjoy the time together, but together we made a positive impact in the lives of children all around the world. What a great way to give back!" – Natalie Brisbon, Executive Assistant; Phoenix, Arizona*



# OUR COMMITMENT TO THE ENVIRONMENT

## managing our impact

### INAUGURATION OF GBT PARIS HEADQUARTERS



From left to right:  
Anne Boussaingault  
| Director HR,  
France; Hervé  
Mattan | VP, Global  
Service Delivery,  
EMEA; Daniel  
Carceles | VP,  
Global Sales  
Deliver, Belgium,  
Netherlands, Spain; and Guillaume Col

| VP/GM, France, Benelux and  
Southern Europe

*"I am proud to inaugurate this new office reflecting this new dynamic, and enabling all our employees to better collaborate in a modern and environment-friendly area."* –  
Guillaume Col



We recognize our responsibility to protect the environment and ensure the health and the well-being of generations to come.

We understand that our operations have an impact on the environment, and as part of our commitment to minimize our impact, we strive to ensure that we meet all environmental laws and regulations in the countries in which we operate. As a company, we have focused our sustainable practices on where and how we work, understanding the drivers of our impact and how we serve our customers.

We strive to continually assess the environmental impact of our operations and look to identify areas where we can minimize our impact.

We deploy company-wide efforts to improve energy efficiency and reduce greenhouse gas emissions; minimize waste; and reduce risks from environmental, health or safety hazards for employees contractors and visitors to our facilities.

We strive to incorporate environmental awareness in our day-to-day business by engaging our employees through communications, recycling efforts and technology. Our employees are expected to act as environmental stewards when conducting business on our company's behalf, and we encourage our customers, suppliers, contractors and business partners to join us in this effort. Where feasible, we purchase sustainable products and include environmental consideration in business decisions where appropriate.

In 2015, as we continued our journey to operate as a standalone entity separate from American Express, we began the process of leasing new facilities for our business operations. A key consideration as we look for new real-estate is sustainability. In May, more than 400 employees from GBT's four offices near Paris were brought together to create one of the most important GBT centers in the world. The new office facility in Rueil-Malmaison has the highest label for environment quality and includes the latest innovation to reuse energy.

# OUR COMMITMENT TO THE ENVIRONMENT

## measuring our impact

We are committed to measuring, managing and reducing the environmental impact of our global operations.

To ensure we appropriately manage and work to minimize this impact, it is important for us first to understand the key drivers of our Greenhouse Gas Emissions (GHG). As a business services company, our overall impact on the environment is relatively low. Our largest area of environmental impact is the emissions of greenhouse gases through our facilities and employee business travel.

2015 is our first full calendar year measuring and reporting our indirect emissions. During the reporting period, total measured and estimated electricity consumption from our facilities was 31,616 tCO<sub>2</sub>e. This does not include energy consumed at our employees' virtual home offices, which we do not track. Emissions of greenhouse gases generated from employee business travel was 9,398 tCO<sub>2</sub>e.

### SCOPE 2 – 31,616tCO<sub>2</sub>e

Facilities – Electricity<sup>1</sup>

58%

Americas

32%

EMEA

10%

APAC



### SCOPE 3 – 9,38tCO<sub>2</sub>e

Business Travel

90%

Flight

6.5%

Hotel

3%

Car

0.5%

Rail



#### Methodology

1. Electricity consumed at many of the facilities we continue to lease from and are managed by American Express, is based on utility record. For remaining locations, which represent the majority of our leased facilities and where we do not have access to our consumption data, emissions of greenhouse gases is estimated. Emissions are estimated based on square footage and local emissions factors.
2. Business Travel Emissions are measured based on UK Department for Environment, Food and Rural Affairs (DEFRA) and GHG Protocol.



# OUR COMMITMENT TO THE ENVIRONMENT

## delivering responsible products and services

We remain committed to continuous improvement across our sustainable practices. As we continue our journey as a standalone company, we will assess the current practices and processes in place to progress how the company both manages and measures its impact on the environment. As a company, we will look for opportunities to offset emissions of greenhouse gases from employee business travel and to engage a third party to assist in the collection and reporting of data going forward.

We recognize that within the travel industry, significant focus has been placed on the measurement and offsetting of carbon emissions.

Understanding, measuring and managing our impact isn't top of mind only for us, but it's also top of mind for our customers. Through a combination of reporting capabilities and the expertise of our Global Business Consulting group, we provide standard or tailored solutions to assist customers in this rapidly evolving area.

Our **GREEN INSIGHTS** products and services provide our customers with the information they need to analyze, assess, manage and monitor carbon emissions deriving from business travel activity. Our approach consists of three key stages:

### CARBON EMISSIONS FOOTPRINT



GBT's standard or tailored emissions data for Air, Hotel, Car or Rail...

Gain more comprehensive expertise, knowledge and data. Partnering with third-party experts, GBT provides an initial carbon footprint and ongoing reporting to track the progress of a customer's carbon emissions deriving from business travel activity.

### CARBON EMISSIONS REDUCTION



help businesses "travel smarter" and...

Through several proprietary products and processes – which include, among others, carbon emissions reporting, point-of-sales calculators, diagnostic analysis tools and supplier scorecards – GBT can help its customers "travel smarter".

### ENVIRONMENTAL POLICY & PROGRAM MANAGEMENT



raise environmental awareness and achieve emissions reduction goals.

Our Global Business Consulting group can help customers craft a "green" travel policy to help reach their environmental goals. We can develop policies that require the use of environmentally responsible airlines with fuel-efficient and low-emission aircrafts, eco-friendly hotels and car rental companies with hybrid vehicles in their fleet.

# Contact Us

## Office of Corporate Social Responsibility

Cristina Minervini  
Vice President | Corporate Social Responsibility

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For a copy of this report or more information about GBT, please visit our corporate website at [www.amexglobalbusinessstravel.com](http://www.amexglobalbusinessstravel.com) or contact:

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Follow us on Twitter @amexgbt

# APPENDIX A: UNGC COMMUNICATION ON PROGRESS (COP)

PRINCIPLE	REPORT REFERENCE
<b>HUMAN RIGHTS</b>	
Principle 1 & 2	Supplier Sustainability Shared Values, p. 13 Code of Conduct, p. 16 Respecting Human Rights, p. 23
<b>LABOR</b>	
Principle 3, 4, 5 & 6	Supplier Sustainability Shared Values, p. 13 Code of Conduct, p. 16 Engaging & Listening to Our Employees, p. 20 Cultivating a Culture of Diversity, Inclusiveness & Equal Employment Opportunity, p. 21-22 Respecting Human Rights, p. 23
<b>ENVIRONMENT</b>	
Principle 7, 8 & 9	Supplier Sustainability Shared Values, p. 13 Code of Conduct, p. 16 Managing Our Impact, p. 30 Measuring Our Impact, p. 31-32
<b>ANTI-CORRUPTION</b>	
Principle 10	Our Commitment to Governance & Ethics, p. 13-16 Zero Tolerance Policy, p. 15



# APPENDIX B: GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
Strategy and Analysis		
G4-1	Statement from CEO	Letter From the CEO, p. 3
Organizational Profile		
G4-3	Name the organization	American Express Global Business Travel
G4-4	Primary brands, products and services	About American Express Global Business Travel, p. 5
G4-5	Organization headquarters	Hoogoorddreef 15, Atlas-Arena 1101BA Amsterdam Zuidoost
G4-6	Countries of operation	About GBT, p. 5-6. For complete list visit: <a href="http://www.amexglobalbusinesstravel.com/global-network-map/">www.amexglobalbusinesstravel.com/global-network-map/</a>
G4-7	Nature of ownership and legal form	GBT is a joint venture corporation formed in July 2014 by American Express Travel Related Services Company and an investor group led by Certares. Each has about 50% ownership in the joint venture.
G4-8	Markets served	About GBT, p. 5-6. For complete list, visit: <a href="http://www.amexglobalbusinesstravel.com/global-network-map/">www.amexglobalbusinesstravel.com/global-network-map/</a>
G4-9	Organization scale	About GBT, p. 6. GBT is a private company and does not publically disclose revenue or capitalization.
G4-10	Composition of the workforce	Cultivating a Culture of Diversity, Inclusion & Equal Employment Opportunity, p. 21-22

GENERAL STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
<b>Organizational Profile</b>		
G4-11	Collective bargaining agreements	We do not have direct union affiliations; however, some employees in EMEA and APAC do participate in local organizations. Details of those relationships are considered confidential employee information.
G4-12	Supply chain	American Express Global Business Travel Supplier Sustainability Shared Values, p. 13
G4-13	Significant changes during the reporting period	New CEO appointed in 2016; Letter from the CEO, p. 3
G4-14	Precautionary approach	Business Continuity Planning, p. 25
G4-15	External charters, principles, initiatives	EcoVadis, p. 7. GRI G-4 Guidelines, p. 10 United Nations Global Compact, p. 11 CDP Supply Chain Respondent, 2015
G4-16	Memberships in associations	Memberships & Sponsorships, p. 8
<b>Identified Material Aspects and Boundaries</b>		
G4-17	Entities included	Data in this report covers our entire global operations.
G4-18	Report content and aspect boundaries	About This Report, p. 9-10
G4-19	Material Aspects	Materiality, p. 9
G4-20	Aspect Boundary within the organization	All Material Aspects selected in this report apply to our entire global operations, unless otherwise stated.
G4-21	Aspect Boundary outside the organization	N/A
G4-22	Restatements from prior reports	N/A
G4-23	Significant changes from previous reports	N/A

GENERAL STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
<b>Stakeholder Engagement</b>		
G4-24	Stakeholder groups	About this Report, p. 10
G4-25	Identification of stakeholder groups	About this Report, p. 10
G4-26	Approach to stakeholder engagement	About this Report, p. 9
G4-27	Stakeholder key topics and concerns	About this Report, p. 9
<b>Report Profile</b>		
G4-28	Reporting period	2015
G4-29	Date of previous report	September 2014
G4-30	Reporting cycle	Annual
G4-31	Contact	Contact Us, p. 33
G4-32	GRI Content Index	About This Report, p. 10 Appendix A: GRI Content Index, p. 35-39
<b>Report Profile</b>		
G4-33	External Assurance	This report was not externally assured.
<b>Governance</b>		
G4-34	Governance structure	Corporate Governance Structure, p. 14
<b>Ethics &amp; Integrity</b>		
G4-56	Organizations values and principles	Our Commitment to Governance & Ethics, p. 13-16
SPECIFIC STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
<b>ENVIRONMENT</b>		
<b>Energy</b>		
G4-EN3	Energy consumption	Measuring Our Impact, p. 31-32

Energy		
G4-EN6	Reduction of energy consumption	Measuring Our Impact, p. 31-32
Emissions		
G4-EN16	Energy indirect Greenhouse Gas Emissions (Scope 2)	Measuring Our Impact, p. 31-32
G4-EN17	Other indirect Greenhouse Gas Emissions (Scope 3)	Measuring Our Impact, p. 31-32
Employment		
G4-DMA	Generic Disclosures on Management Approach	Our Commitment to Employees, p. 17
Occupational Health and Safety		
G4-DMA	Generic Disclosures on Management Approach	Caring for Our Employees, p. 21
SPECIFIC STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
SOCIAL: LABOR PRACTICES AND DECENT WORK		
Training and Education		
G4-DMA	Generic Disclosures on Management Approach	Creating a Positive Work Experience, p. 17
G4-LA10	Programs for skills management and lifelong learning	Developing Our Employees, p. 18 Coaching for Performance, p. 18
Diversity and Equal Opportunity		
G4-DMA	Generic Disclosures on Management Approach	Cultivating a Culture of Diversity, Inclusion & Equal Employment Opportunity, p. 21-22
G4-LA12	Composition of governance bodies and employee diversity	Diversity, Inclusion & Equal Opportunity, p 21-22

SPECIFIC STANDARD DISCLOSURES		REPORT REFERENCE / NOTES
<b>HUMAN RIGHTS</b>		
Non Discrimination		
G4-DMA	Generic Disclosures on Management Approach	360° Compliance Program, p. 14 Code of Conduct, p. 16 Creating a Culture of Compliance Across Our Global Footprint, p. 14-16
G4-HR12	Human Rights grievances	N/A
<b>SOCIETY</b>		
Anti-Corruption		
G4-DMA	Generic Disclosures on Management Approach	Our Commitment to Governance & Ethics, p. 13 Anti-Corruption & Anti Bribery, p.15
G4-SO4	Communication and training on anti-corruption	Creating a Culture of Compliance Across Our Global Footprint, p. 14-16