Think. Act. Live.

Annual Responsible Business Report

June 2018 – Highlights

Enter

Carlson Wagonlit Travel

What's inside?

Join the conversation

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Welcome to our Annual Responsible Business Report June 2018 – Highlights. Over the next pages, you will find an overview of how we at Carlson Wagonlit Travel (CWT) continued to think, act and live our commitments as a Responsible Business in 2017.

Responsible Business in action

- **We think:** how we see Responsible Business and how it fits with our strategy
- **We act:** how we translate ideas into action
- **We live:** how we make our actions business-as-usual
- **We said, we did, we will:** how we track progress and set a path to 2020

Thank you to the numerous people who helped create this report; the content owners, the entire RB Network, and all CWT employees for bringing Responsible Business to life in our organization.

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Looking for more?

For a more detailed overview of our performance and actions over the course of the year, check out our Annual Responsible Business Report June 2018 – Detailed edition, which aligns to the Global Reporting Initiative (GRI) Standards (core option). It offers in-depth data, analysis and performance information covering our Responsible Business activities over the 2017 calendar year.

Responsible Business: our legacy, our future

Diana L. Nelson, Chair of Carlson's Board

Eighty years ago Carlson's founder, my grandfather, set a vision for the company rooted in ambition for both growth and social responsibility. Curt Carlson believed that successful corporations have the privilege and obligation of citizenship in the greater world, so he fostered the values of community engagement and philanthropy, integrity and leadership.

Much has changed in 80 years. Yet Carlson's founding values are still in force; today, they guide and propel our employees around the world to meet the great challenges of the 21st century.

As Carlson Board Chair, I'm excited to introduce CWT's annual report on Responsible Business. You will read stories about our work caring for people, caring for communities, and caring for our environment.

Here are just a few highlights:
CWT is honored to be a signatory to the **United Nations Global Compact**, which is regarded as the world's largest corporate responsibility initiative. Our work is guided by its Ten Principles on the environment, labor, human rights and combating corruption. We welcome the Global Compact's requirement to report annually on our programs, which are closely aligned with these principles.

Carlson's efforts to end human slavery began when we co-founded the World Childhood Foundation in 1999 with Her Majesty Queen Silvia of Sweden. Today, Carlson, CWT and the Carlson Family Foundation continue to be laser focused on **anti-human trafficking**, defending rights of children, and promoting better conditions for vulnerable and exploited youth around the world.

Responsible Business is central to our enterprise. We have worked tirelessly to embed Corporate Social Responsibility (CSR) in our culture to engage all of our colleagues in our efforts, and to make Responsible Business our way of doing business – every day. I'm excited that our enterprise-wide approach has resulted in a **Gold certification by EcoVadis in 2017** (and again in 2018), placing CWT in the top 1% of companies for Responsible Business. This achievement reflects the hard work at every level of our business in collaboration with our wonderful partners, customers and suppliers.

Years before CSR became a common endeavor for business, Carlson took an uncommon path to marshal its financial capital and human talent to improve communities and change lives. As the third generation of Carlson family leadership, I'm incredibly proud of our long history of Responsible Business. But there is still more to do. We pledge to work harder to not only be a leader in business, but also a leading force for positive change in our world.

Responsible Business: there's no stopping us

Kurt Ekert, President & CEO, CWT

Kurt, what personally made you most proud in 2017 when it comes to Responsible Business?
Without a doubt, our being rated EcoVadis Gold for the first time (and for a second time in 2018). I was also very honored to become a board member of the UN Global Partnership to End Violence Against Children. The travel industry has such a key role to play in fighting human trafficking and the work we are doing through this partnership is vital. I was also incredibly proud to see how our people took up the challenge to 'Walk Around the World' against human trafficking.

What are the biggest challenges and opportunities CWT faces in our quest to deliver on our 2020 goals?
Since 2012, CWT has embraced the Ten Principles of the United Nations Global Compact, which alongside the Sustainable Development Goals, have helped inspire our 2020 Responsible Business objectives. I don't think anything can stop us from achieving our goals, as long as we continue to embed responsible business practices into our operations and work together as a team. Our key opportunity is to make Responsible Business a significant differentiator for CWT in the marketplace and we're well on our way. Corporate social responsibility of suppliers is very important to our customers and our approach to Responsible Business gives us an advantage that I want us to continue to increase.

What are you looking forward to in the year ahead (and beyond)?
In 2017, we built the foundations of our upcoming work on diversity and inclusion and, in particular, gender equality. I'm very excited to see how we up our game in this space. Our work to fight human trafficking is also gaining momentum and I'm delighted to see so many people investing their time in fighting this scourge. Finally, to maintain EcoVadis Gold we have to keep getting better across the board, and that's why I'm very interested in the progress we're making in responsible purchasing and reducing the environmental footprint of our activities.

Talent and technology: we are CWT

Companies and governments rely on us to keep their people connected. We provide their travelers with a consumer-grade travel experience, combining innovative technology with our vast experience.

Every day, we look after enough travelers to fill over 260 Boeing 787s and around 100,000 hotel rooms, and we handle more than 105 corporate events.

Our offer blends innovative technology with the expertise of over 18,000 people in around 150 countries, so that clients get the best possible value from their travel programs, while enjoying exceptional service. Our client retention rate stands at almost 97% and, in 2017, we posted total transaction volume of just over US$23 billion.

Our vision

To be the world leader in digital business travel, hotels, meetings and events management

Our strategy

The Digital Difference – through the perfect blend of people and technology, we deliver the most seamless, personalized and integrated experiences

We hold ourselves and everyone with whom we work to the highest standards of ethics and conduct. This commitment – to our employees, clients, suppliers and other partners – guides everything we do, and is driven by our core values of Integrity, Leadership, Caring and Passion.

How we add value

~18,000
employees

>75%
client satisfaction

>30
hotel rooms booked every minute

38,500+
meetings and events organized in 2017

182,000+
workforce rotations conducted by our 600 specialized energy, resource and marine staff

US$13
saving on average for every US$1 spent by our consulting arm of 250 experts including data scientists

Our specialized services

In addition to the main business travel offering, CWT operates four specialist services, all of which delivered notable successes during 2017.

CWT Energy, Resources & Marine

CWT Energy, Resources & Marine: delivers specific travel needs for clients operating in the oil and gas, mining, maritime and alternative energies industries.
www.cwt-energy-resources-marine.com

CWT Meetings&Events

CWT Meetings & Events: helps clients with creating and managing meetings and events while enabling them to control and reduce their related expenditures. In 2017 the team organized almost 38,500 meetings and events – around 105 each day.
www.cwt-meetings-events.com

CWT Solutions Group

CWT Solutions Group: helps deliver travel procurement efficiencies through innovations in supplier sourcing, data intelligence, traveler management and mobility. In 2017, the team achieved notable developments including the launch of a Mandarin version of CWT *AnalytIQs*, the proprietary business intelligence and reporting product for travel managers.
www.cwt-solutions-group.com

RoomIt by CWT

RoomIt by CWT: provides access to hotel rooms, rates, amenities, and personalized promotions, while helping organizations control their budget and improve travel oversight. Following its formal launch in July 2017, *RoomIt* has already gained clients independent of CWT's business travel offering.
www.carlsonwagonlit.com/roomit/en/home

Adhering to global standards

Pushing the boundaries

Occasionally, we need to stand back and critically assess how we're doing – and push the boundaries so that we achieve even more. Globally-recognized standards and industry initiatives help us on this journey of continual improvement.

UN Sustainable Development Goals (SDGs)
We've mapped our RB approach to the SDGs, a global framework to end poverty, protect the planet and ensure prosperity for all by 2030.

United Nations Global Compact (UNGC)
We are a signatory to the UNGC – the world's largest voluntary corporate responsibility initiative comprising Ten Principles relating to Human Rights, labor, environment and anti-corruption.

ISO 26000
We have applied ISO 26000 international standards of social responsibility in our RB strategy.

CDP
We disclose performance to the CDP Supply Chain program that enables companies, cities, states and regions to measure and manage their environmental impacts.

The Global Reporting Initiative (GRI)
GRI is an international independent organization helping businesses, governments and other organizations communicate the impact of business on critical sustainability issues. We report to the GRI Standards, and our GRI Index can be found in our Detailed Responsible Business Report.

International Labor Organization (ILO)
ILO brings together governments, employers and workers to set labor standards, develop policies and devise programs promoting decent work for all women and men. We comply with the ILO Fundamental Principles and Rights at Work.

Awards and recognitions

How we stack up

When our efforts are recognized by others, it helps us know we're on the right track – and challenges us to do more. Below are some of the awards and recognition we are proud to have received in 2017.

In April 2018, we were rated Gold for the second successive year by EcoVadis, an independent and internationally-recognized rating agency. This rating places CWT among the top 1% of all companies evaluated worldwide*, both within its industry and across all industries.

"This rating recognizes the fact that CWT's approach to responsible business focuses on all of the CSR issues that are most material for our business."

Françoise Grumberg,
Vice President, Global Responsible Business

* Based on 21 criteria covering environment, labor practices, fair business practices and sustainable procurement.

Singapore Health Award
Certificate of Recognition for efforts in promoting workplace health and enhancing employee wellbeing.

AmCham CARES Award
Award from the American Chamber of Commerce for our CSR activities in Singapore.

Expansion Magazine and Schulich School of Business
Ranked in top 99 companies in Mexico for CSR practices by Expansion Magazine and Schulich School of Business.

Sonoco Supplier Award
Sonoco Supplier Award for Supplier Sustainability efforts in 2017.

Responsible Business Strategy and Governance

We think ...

... responsible business stands for trusted business

Responsible Business (RB) is our approach to thinking, acting and living with sustainability and integrity. Backed by effective governance and aligned to our Digital Difference strategy, we believe that RB demonstrates to our customers – and other stakeholders – that we are a trusted partner.

This philosophy isn't an add-on, nor is it simply the right thing to do: there is a clear business case to operate responsibly. Firstly, our customers and shareholders tell us it is important; secondly, growing evidence shows that a responsible business is also an efficient, agile and respected one.

A roadmap to 2020

So, how do we live up to this? Our approach to Responsible Business covers seven domains that form the chapters of this report: Responsible Business Governance; Ethics & Business Behavior; Human Resources; Human Rights; Environment; Responsible Products and Services; and Community Involvement.

These domains are backed by 2020 targets that focus on the topics that are of most importance to our business and our stakeholders.

We know that we can have an even bigger impact by working together. That's why we continued to embed Responsible Business into the heart of our culture in 2017. Delivery is organized through our RB network of ambassadors, country correspondents and subject matter experts, who work collaboratively to help CWT become a better business every day (see **page 11**). They also work towards targeting the Sustainable Development Goals (SDGs) where we are able to make the biggest impact (see **page 12**).

"I am confident that the commitment and passion of our people will help us achieve our Responsible Business ambitions, and add real value to our business."

Françoise Grumberg,
Vice President, Global Responsible Business

We act ...

... to make a difference where it matters

To structure our approach, seven domains guide what we do and how we do it. Since 2015, we've been tracking progress against each by making 17 commitments to 2020. Throughout this report, you will see evidence of how we're doing – and where we recognize that we need to go further.

Domain	What it means	2020 objectives
Responsible Business Governance See page 12	How we implement our approach day-to-day	**1.** Assess our Living Responsible Business maturity and performance at global and local levels on an annual basis **2.** Deploy the Living Responsible Business program in functions and locations globally
Ethics & Business Behavior See page 16	How we conduct business ethically	**3.** Further engage all employees and CWT partners through a global multi-year ethics training and communication program **4.** Deploy a robust external information campaign about our global policies and our best-practice approach to ethics and compliance, as well as our Responsible Purchasing 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
Human Resources and Human Rights	How we attract, develop, reward, retain and engage our diverse workforce How we uphold Human Rights across all operations	**6.** Deployment of our global diversity and inclusion strategy through regional diversity and inclusion committees **7.** Non-discrimination training of all recruiters and managers
Human Resources and Human Rights See page 22	How we attract, develop, reward, retain and engage our diverse workforce How we uphold Human Rights across all operations	**8.** Reach the level of best-performing companies while developing leaders to enhance employee engagement **9.** Ensure delivery against future business needs by developing and selecting the right talent for the future and driving a culture of innovation
Environment See page 26	How we minimize the environmental impacts of the company	**10.** Educate all our employees through eco-attitude campaigns and an environment training module translated into several languages **11.** Empower the global environment network to drive local performance **12.** Reduce our global Greenhouse gas (GHG) emissions by 10% per employee vs 2015
Responsible Products and Services See page 30	How we integrate RB into the things we sell	**13.** Further reinforce our Responsible Business products and services offering to our clients **14.** Proactively propose carbon offsetting to clients **15.** Expand the scope of an ISO 22301-aligned Business Continuity Management system to include Crisis Management, Business Continuity Planning and Disaster Recovery **16.** Become the reference in terms of crisis management in the travel industry
Community Involvement See page 35	How we support local communities in which we live and work	**17.** Further deploy globally and measure CWT's impact in the 3E* fields of action * Education, Emergencies and Essential needs

We act ...

... to show effective governance

Our robust approach ensures we are integrating Responsible Business into the way we do business every day.

Effective governance is at the center of our Responsible Business approach. We've set up a diverse network of 80 people from 35 countries to live our principles of thinking, acting and improving. The Responsible Business Network receives decisive steers from our Executive Leadership Team which has oversight of CWT's RB strategy, supports the overall delivery of the program and sponsors key projects.

Our RB Network works together to ensure progress towards our commitments to 2020 in all seven Responsible Business domains. In 2017 two global taskforces were launched with a focus on diversity and inclusion and anti-human trafficking. Formed by members of the Network and passionate employees from CWT and sponsored by members of our Executive Leadership team, these talented people form a rich pool of expertise to draw from. Their role involves setting objectives on key topics, defining priorities and ensuring alignment.

Our Responsible Business Network

13

Subject Matter Experts

Offer specialist domain advice and strategy on issues relating to law, compliance, data privacy, risk, business continuity, procurement, Human Resources, and real estate, among others

13

Ambassadors

Either regional or by business function, they collaborate to define key initiatives and cascade the Responsible Business ambition

Global RB Team

Develops the strategy, coordinates and monitors the approach globally across the Responsible Business Network

54

Country Correspondents

Develop, manage and implement programs in their respective countries

We live ...

... responsibly through our Country Correspondents

We spoke with Ana Roblas, our Responsible Business Country Correspondent in Spain.

Ana, what is a Country Correspondent exactly?
It's a voluntary role that helps coordinate Responsible Business activities across all countries where we operate. Ultimately, it's about embedding Responsible Business in our colleagues' daily lives across all seven of our Responsible Business domains.

So what does the role involve?
Being a Country Correspondent is so wide-ranging – and that's what I love about it. One day I could be organizing a campaign to donate toys to underprivileged children; the next I might be coordinating certification for ISO 14001 and 9001, or working on our 'Day of Hope' campaign.

Why is this work important?
Increasingly, corporate responsibility is becoming an important topic for our clients and they want to understand what we are doing to make a difference. As a multinational business with employees around the world, our approach to making a difference at a local level through Country Correspondents, means we're having a global impact.

We act ...

... on the bigger picture

The UN Sustainable Development Goals are a practical framework of 17 global sustainability priorities to be achieved by 2030. We're keen to play our part, and focus on targeting six Goals where we think we can make the biggest difference.

SDG 4: Quality Education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
See pages 32, 33 for more

SDG 10: Reduced Inequalities
Reduce inequality within and among countries
See pages 14, 18 for more

SDG 5: Gender Equality
Achieve gender equality and empower all women and girls
See pages 21, 34 for more

SDG 13: Climate Action
Take urgent action to combat climate change and its impacts
See pages 24, 25 for more

SDG 8: Decent Work and Economic Growth
Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
See pages 18, 22, 21, 34 for more

SDG 16: Peace, Justice and Strong Institutions
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
See pages 14, 21, 34 for more

More information on how we're targeting these goals throughout the year can be found on page 12 of our Detailed Report.

We said ...	We did ...	We will ...
2020 objectives	**2017 performance**	**2018 goals**
Assess our Living Responsible Business maturity and performance at global and local levels on an annual basis.	Conducted a global reporting campaign across our network and main internal stakeholders to assess progress.	Further improve our global processes for gathering information and measuring progress across all geographies and functions.
Deploy the Living Responsible Business program in functions and locations globally.	Worked with our Responsible Business Ambassadors to deploy the RB program in their specific functions and regions. We also partnered with members of the Executive Leadership Team to sponsor our diversity and inclusion and anti-human trafficking taskforces.	Further reinforce partnerships with functions, to help them embed RB in their daily activities.

Initiated In Progress Completed

Ethics & Business Behavior

We think ...

... trust should never be taken for granted

Trust, along with doing the right thing and what is right, are the core tenets of our value of Integrity. Living this value doesn't happen through wishful thinking. It requires purposeful and diligent policies, practices, procedures and training.

It's not about ticking boxes: it's about doing everything with integrity.

Every day, our customers trust us with some of their most personal information. It's our job to keep that information safe and secure, while at the same time offering the most personalized experience for the traveler. We pride ourselves on a culture of behaving ethically at all times. We're always refining and updating the tools, policies and systems we have, to ensure that we continue to deserve the trust our stakeholders have in us.

Ultimately integrity is about people and the choices we make. So, our Ethics & Business Behavior domain ties in closely with how we build culture through our work in Human Resources, as well as how we develop customer relationships, while never compromising privacy and data security (see **page 15**). What's more, with our Responsible Supplier Code, we extend our values to businesses in our supply chain (see **page 16**).

"Even with the best policies, protocols and systems in place, a culture of integrity is ultimately about behaviors – therefore we link up closely with Human Resources when delivering our program of ethics training."

Lauren Aste,
Chief Legal Officer & General Counsel

We act ...

... with ethics and integrity

We pride ourselves on our reputation as a world-class company operating with the highest standards of ethical conduct. Through our internal Ethics and Compliance program, as well as alignment to internationally-recognized standards, we endeavor to conduct business in the right way.

Our Code of Business Ethics and Conduct (the Code) helps to inform our day-to-day decision-making. It is the foundation of all CWT policies and guides us toward sound decisions in complex situations. In 2017, we carried out a detailed review of the Code to reflect the latest industry best practices and legislative trends. We also continued to run mandatory training on the Code for new recruits and current staff, and achieved a 99% completion rate.

As part of our commitment to conducting business fairly, we also maintain a zero-tolerance stance on bribery and corruption. This means that we will never bribe or receive bribes from any public or private third party, either directly or indirectly (such as through an agent) – even if this means we will lose business as a result. Tools such as our confidential Ethics Helpline allows callers (employees, clients and other third parties) to discreetly raise concerns to an experienced, independent operator who speaks their language. Available 24/7, concerns are logged by phone and/or through an online tool where they are addressed promptly and effectively.

99%

completion rate for our Code of Conduct training in 2017

Our Executive Leadership Team has oversight of ethics and compliance

24/7 Ethics Helpline for confidential whistleblowing*

* Wherever allowed by local laws.

We live ...

... to crack the Code

Tom Wise, our Vice President of Global Compliance, explains how the 2017 update of the Code of Business Ethics and Conduct will have an impact moving forward.

"At CWT, integrity is a core value and our Code of Conduct provides a clear roadmap for all employees to use on a daily basis. In 2017, we worked closely with our Human Resources, Internal Audit, Information Security, Responsible Business and Communications teams to simplify our expectations. The new Code is written in accessible language that is supported by training and includes real world examples of conduct.

We also consolidated our various compliance policies into a single, easy-to-use manual. The objective was to ensure our employees feel even more empowered to make smart, informed decisions. The hope is that now our expectations are crystal clear and easy to understand for all."

We act ...

... to protect customers and their information

We know how important protecting personal information is to our clients and travelers. That's why we provide state-of-the-art travel services to our clients within a comprehensive information security program which gives clients assurance around the security of their information and their travelers' information.

Not only must we be transparent around how we are using our customers' data, we've also put in place effective policies and technical controls to safeguard their information, whoever and wherever they are. We regularly review and update our policies and standards in response to changes in our business, technology, infrastructure and regulatory requirements.

Our Information Security policies and standards cover data protection, comprehensive access controls, physical and environmental security, network and perimeter security, business resiliency, security assessments, security education and awareness. These also adhere to international regulations and standards such as the UK Data Protection Act, the EU Directive and General Data Protection Regulation (GDPR) and ISO 27001, among others.

Our Information Security program includes regular training, and all employees are required to complete the dedicated 30-minute Security Awareness training session available in nine languages. At any time, employees can access our global Information Security Policies, which are readily available on our social intranet site.

iRespond is our 24/7 incident response system for reporting suspected information security incidents and fraud

Expanded compliance to Payment Card Industry (PCI) data security standards at our regional data center in in Madrid in 2017

Received clean opinion on the Services Organization Controls (SOC) 2 Type 2 Security principle, covering our primary data center and all global applications in 2017

We live ...

... to make cyber security everyone's business

Kathy Avery from our Risk & Security team fills us in on the highlights of Cyber Security Week 2017.

Kathy, what was the theme this year?
This year, the focus was on how cyber security is everyone's business. In a world where security threats and hacking are becoming more and more sophisticated, we all need to be vigilant and to speak up if we think something isn't quite right.

How did you share the messages?
We ran social media campaigns and events around the globe throughout Cyber Security Week, which looked at different aspects of security, as well as tips to protect our online identities and information, both at work and at home.

We act ...

... to build a responsible supply chain

Our clients and stakeholders tell us how important it is to them that we work with suppliers who share our commitment to Responsible Business. That's why we launched our Responsible Purchasing Program in 2014. The program helps us to mitigate ethical, social and environmental risks in our supply chain.

Available in six languages, our Responsible Supplier Code clarifies the minimum requirements we expect from non-trade suppliers*. In 2017, a review of the Responsible Supplier Code was initiated to align it with industry best practices and legislative trends.

To ensure effective application of the Responsible Supplier Code, a video training module is available on our internal learning platform, while guidelines are also accessible for all employees on the intranet. Ensuring that we keep up-to-speed with our supplier's performance is a fundamental part of our Responsible Purchasing Program and EcoVadis, a respected rating organization, evaluates our non-trade suppliers against 21 sustainability criteria annually.

* Non-trade suppliers are those that are not directly related to CWT's core businesses. Examples of non-trade suppliers include IT and services companies.

Find out more about our Ethics & Business Behavior practices. See our Detailed Report.

We said ...	We did ...	We will ...
2020 objectives	**2017 performance**	**2018 goals**
Further engage all employees and CWT partners through a global multi-year ethics training and communication program.	We achieved a 99% completion rate for our Code of Conduct training at a global level.	Conduct regional compliance training at leadership conferences and develop subject-specific compliance training based on exposure to risk.
Deploy a robust external information campaign about our global policies and our best-practice approach to ethics and compliance, as well as our Responsible Purchasing program.	We shared best practice with businesses, governments, and expert organizations by participating in symposiums and conferences on ethics, compliance and data privacy. We updated the Responsible Supplier Code to reinforce our commitment towards preventing any forms of modern slavery in our supply chain.	Further extend the scope and application of the Responsible Supplier Code to include more suppliers.
Continue protecting employee and client data through leading-edge data privacy and information security policies and practices, while continually developing expertise throughout the organization.	We redesigned our program on data privacy, including updates to our policy in line with General Data Protection Regulation (GDPR). We also received System and Organization Control (SOC) accreditation and Payment Card Industry (PCI) compliance for our EMEA data center in Madrid.	Maturing the information security program by maintaining our PCI and SOC compliance. PCI expansion to various key service centers along with aligning the program to meet regulatory requirements such as GDPR.

Initiated In Progress Completed

Human Resources and Human Rights

We think ...

... our people and culture are the keys to performance

At CWT, we believe that the alchemy between our people and our culture are what sets us apart from the competition. It is also what attracts candidates to CWT and enables us to grow talent.

Each day, no fewer than 18,000 individuals come to work at CWT. Each person brings a unique set of ideas, beliefs and skills, shaped by their heritage, background and culture. As an employer, this melting pot is our most important resource, and we have a duty to protect and nurture it (see **page 18**).

To begin with, we strive to ensure our people work in a safe environment where they are valued and respected, regardless of their differences. It's why we provide all employees with access to a vibrant global online community and invest in training and development (see **page 20**). It's why we are committed to the UN Global Compact's Ten Principles of human rights, labor, environment and anti-corruption and are very active in fighting human trafficking (see **page 21**).

In each activity, each initiative, the goal is always the same: create a positive culture focused on trust, innovation and performance, where our people can live our values of Caring, Passion, Leadership and Integrity to the fullest.

"In a business as diverse and global as ours, our values unite us. Whatever the geography or business function, the same four values are omnipresent, from personal development plans to the way we interact on our social intranet."

Catherine Maguire-Vielle,
Executive Vice President & Chief Human Resources Officer

We act ...

... to enable employees to be 100% themselves at work

When people are free to be themselves at work, they are better able to fulfill their potential. It's why we proactively build a working culture that embraces diversity, inclusion and equal opportunities for all, regardless of race, background, age, gender, sexual orientation or disability.

This belief is enshrined in our Code of Business Ethics and Conduct, which outlines our commitment to respecting the diversity and inclusion of people and ideas. We have continued to show progress in this area at a local level, as witnessed by various local initiatives around the globe, from empowering 'Chief Millennial Officers' to lead intergenerational cooperation in Asia Pacific to embracing Employee Partnership Networks that champion LGBTQA rights in the US.

In 2017, we celebrated the UN Cultural Diversity Day for Dialog and Development, by inviting our employees around the world to share their experiences through personal stories of how they experience and appreciate inclusiveness within the company. Local events were also held.

Later in the year, we further strengthened our commitment by establishing a global, multi-disciplinary diversity and inclusion taskforce led by the head of Responsible Business and sponsored by the Chief Human Resources Officer and the Chief Customer Officer. Comprised of strong leaders from different regions and functions, who are passionate about diversity and inclusion, it leads programs and initiatives that foster an inclusive working environment. The taskforce's efforts resulted in our entire Executive Leadership Team signing the UN Women's Empowerment Principles on International Women's Day in 2018.

Women at CWT in 2017

68%
of employees (2016: nearly 72%)

22%
of our Executive Leadership Team (33% in the first quarter of 2018)

CWT is signatory to the UN Women's Empowerment Principles

We live ...

... to support employees with disabilities

Joan Garrett, Senior Manager Human Resources & Compliance in North America, talks about why it's vital for employers to talk about disability.

Joan, why is talking about disability so important?
Disability is the largest diversity segment of the workforce. One in five people have a disability in the US and one in seven globally, yet those with disabilities are hesitant to disclose their condition to their employer for fear of being treated differently. Employees with a disability are 60% more likely to disclose their disability to their supervisors, as opposed to the Human Resources department, so establishing an inclusive culture is critical.

So how have you been raising awareness over the last year?
As part of National Disability Employment Awareness Month, over 500 People Managers in the US attended our disability awareness training in 2017. The course was designed to show managers that effective, open communication and providing a supportive environment to those with a disability is key. The course materials were also made available to all employees to create awareness on disability, which is a really important first step in preventing discrimination.

How will you be taking things forward?
With this training, we expect to be able to better support colleagues with disabilities by creating a more trusting environment and to provide any necessary accommodations. We recently launched a more formalized accommodation process through a dedicated Disability Accommodation Policy and Procedure Guide.

We act ...

... to create a global online community of employees

Not only is our workforce highly diverse but so is our workplace. Our nearly 18,000 employees are spread across the globe and work in a variety of settings from office buildings to home offices, from service centers to onsite at client premises. Creating a digital online community accessible to all employees was one of the priorities of 2017.

On 2 January, the digital doors of our social intranet swung open for all employees. A key component of our Digital Difference strategy, the community, which would soon be christened Buzz by the users, offers a consumer-grade user experience and a space for communications, conversation and collaboration.

The adoption rate was impressive, with registration level approaching 80% of all employees in just three months.

By the end of the year, nearly 40% of active users were engaging with Buzz at least once a day. This stickiness has put Buzz at the heart of the CWT's culture and the platform has become the employee-facing reflection of our customer experience strategy. The strength of our community was such that we received Jive's* Digital Transformation Award for employee engagement.

* CWT's social intranet provider.

16,000+
employees registered in our social intranet community

We live ...

... to connect through our social intranet

Laura Jacquier, Head of Internal Communication & Culture, explains the importance of a digital place in a corporate culture.

Laura, what is important about the Buzz social intranet?
The community. At first glance, when people hear the word 'social intranet' they might be inclined to think about the technology. What's amazing about Buzz is the fact that what is most visible, most interesting, are the people.

Why is this important?
The level of community engagement, collaboration and activity on Buzz is amazing – around six daily interactions on average for active users. For a global company to have a single online workplace where everyone can stay informed on the latest news, converse and contribute is a game-changer. It is a key enabler of our Digital Difference strategy.

What does the future of Buzz look like?
In 2018 we will be taking online collaboration to a higher level by making it possible to be active on Buzz from inside Microsoft Office applications. Buzz is all about breaking down barriers. These days, social media often gets a bad rap for being frivolous and fractious. At CWT it is anything but that. Buzz is bringing us together in a way we've never seen before.

We act ...

... to bring out our best

Our success depends on the skills, talent and dedication of our people. To bring out their best, and to respond to the changing needs of customers and travelers, we invest in learning and development year after year.

My Learning is our online 'one-stop shop' for courses, resources and skill development. Our platform offers over 2,000 courses and training that are both instructor-led, as well as online. In 2017 My Learning was updated to reflect our strategy, and we added more topics on leadership, self-development, job skills, and business.

Performance management is integral to learning and development. In 2017, we refreshed our approach and our systems. We implemented everyday performance management which encourages managers and employees to meet on a regular basis in short, informal meetings that complement the more formal annual review cycle. To free up time for these conversations, extensive work was done to improve our performance management system in order to increase the user experience and streamline online processes.

1,483
instructor-led training sessions

87,198
total training hours provided in 2017 (including instructor-led training and online courses)

1,150
employees participated in solution-based selling training

686
online courses

We live ...

... to recognize outstanding talent

When people work well together and excel, it's only natural that they be recognized for their work. In 2017, we revamped the structure of our different reward and recognition programs.

The highest honor for CWT employees remains the Carlson Fellows Awards, which celebrates our role models, particularly in the areas of customer experience, growth and operational excellence. From a field of 162 nominations and 23 finalists, five CWT employees received Carlson Fellows Awards in 2017.

Within the functions, we introduced a common framework that enables the leadership teams of the different functions to set up their own team recognition programs. The first functional awards were launched at the start of 2018.

December 2017 saw the launch of a new peer-to-peer recognition program on Buzz called Bravo Badges, in which employees can send badges to colleagues as a way of saying thank you, welcoming them to the company, thanking them for their help or recognizing a job well done. Dozens of badges are awarded on a daily basis across the company.

We act ...

... to uphold Human Rights

As a responsible corporate citizen, we respect all conventions and standards relating to Human Rights and labor. This is central to the commitments we make to the UN Global Compact (UNGC) and the International Labor Organization (ILO).

We are committed to combating modern-day slavery through proactive measures to educate employees and encourage our partners, suppliers and the broader business community to take a stand. Because human traffickers use air travel, hotels and even international events to facilitate their illegal activity, this is a key issue for our sector and our parent company, Carlson, has been working tirelessly to end this abhorrence for 20 years.

In accordance with the UK Modern Slavery Act (2015), we have published our global statement against slavery and human trafficking which clearly defines our opposition to all forms of slavery and human trafficking – without exception. It also outlines the steps we are taking to influence our business partners and supply chains through our updated Responsible Supplier Code. We committed to reporting annually on progress against the UNGC principles concerning Human Rights and Labor.

Putting this into practice, we have updated our policies and enhanced our awareness initiatives and public leadership. We have also created an anti-human trafficking global taskforce, chaired by our VP Global Responsible Business and sponsored by our EVP & Chief Human Resources Officer and Chief Legal Officer & General Counsel, with representatives from all regions and key functions.

CWT's CEO is a board member of the UN Global Partnership to End Violence Against Children

Our Chief Legal Officer & General Counsel is a board member of World Childhood Foundation

Our Chief Information Officer is a board member of Orphaned Starfish Foundation

We live ...

... to combat human trafficking

As part of our contribution to helping eliminate human trafficking, we continue to work with the Carlson Family Foundation and partner organizations. Carlson's commitment to protecting children at-risk dates back to 1999 when the **Carlson Family Foundation** accepted an invitation to become a co-founder of the **World Childhood Foundation**. Moreover, for 14 years, Carlson, our parent company, has supported **ECPAT**, a global network to end the sexual exploitation of children, including contributing to its global study on Sexual Exploitation of Children in Travel and Tourism, and funding its sector-wide training.

In 2017, our people 'Walked The World Together' our first internal online fundraising challenge. The objective was to raise funds for ECPAT International. CWT would donate US$1 for every mile covered. Participants walked the equivalent of the distance between Paris, Minneapolis, Singapore and Sydney, raising over US$18,000. During the fundraising week we also introduced training with **BEST** (Businesses Ending Slavery and Trafficking), to help frontline staff recognize and address human trafficking and sexual exploitation.

For more on our work to protect children and anti-human trafficking initiatives, see Community Involvement on **page 34**.

We act ...

... to care for our teams

Our Global Health and Safety Charter outlines our commitment to conducting business in accordance with the health and safety laws and regulations in the jurisdictions in which we operate, and to providing a working environment that will contribute to the wellbeing of employees.

To reinforce our commitment to the safety and wellbeing of our people, in 2017 we appointed our first regional Environmental, Health and Safety Manager to cover our European, Middle Eastern and African operations. We also continued to promote the importance of wellbeing, both in and outside work. To this end, our global Real Estate team began to roll-out Workplace 3.0, a program to optimize and refresh office spaces in line with the Digital Difference strategy. The first example of this new approach to office design opened its doors in Helsinki, Finland, when CWT moved into new offices in the nation's capital.

"CWT Singapore is proud to have received a Certificate of Recognition at the Singapore HEALTH Awards 2017. This accolade recognizes our efforts in promoting workplace health and enhancing the wellbeing of employees through various initiatives run throughout the year."

Alice Loh, Director Human Resources, Employee Relations, Asia Pacific

Find out more about our Human Resources and Human Rights practices. See our Detailed Report.

We said ...	We did ...	We will ...
2020 objectives	**2017 performance**	**2018 goals**
Deployment of our global diversity and inclusion strategy throughout regional diversity and inclusion committees.	We created a global diversity and inclusion taskforce composed of leaders from different regions and functions, to work on and deploy our diversity and inclusion strategy.	Deploy a diversity and inclusion strategy and action plan to address identified global priorities such as non-discrimination and gender equality.
Non-discrimination training of all recruiters and managers.	Our diversity and inclusion taskforce started working on a global training for recruiters.	We aim to launch non-discrimination training for all recruiters, as well as unconscious bias training for employees and managers.
Reach the level of best-performing companies while developing leaders to enhance employee engagement.	We implemented employee pulse surveys to get faster feedback and a better understanding of employee engagement levels.	We will continue to improve our listening platforms by implementing new and improved mechanisms for gathering frequent and actionable employee feedback.
Ensure delivery against future business needs by developing and selecting the right talent for the future and driving a culture of innovation.	We strengthened our Talent Acquisition team around the world with specialized talent. We introduced a workforce planning model to ensure we were prepared to meet the needs of the organization.	We will focus on evolving our talent review and succession planning model. This will include providing additional tools to ensure that managers are well-equipped to make informed hiring decisions. We will also further enhance our talent acquisition tools and processes by creating an onboarding team to streamline our process for new hires.

Initiated In Progress Completed

Environment

We think ...

... measuring impact is key to managing it

As a signatory to the United Nations Global Compact (UNGC), we believe in undertaking initiatives that promote greater environmental responsibility. By better measuring our carbon footprint, raising awareness among our people and encouraging local and global action, we are making a positive difference.

Climate change is one of the greatest challenges facing our planet. At CWT, we work hard to understand our environmental impacts, and how we can continue to strengthen our performance. Each year, we improve how we capture and report carbon data to target where to focus our efforts (see page 24).

For example, by encouraging our employees to participate in CWT's annual Commuting Survey, we discovered that employee commuting significantly contributed to our greenhouse gas emissions in 2016. To raise awareness, we made 'Rebooting your commute' the theme of our global Environmental Awareness Week in 2017 and encouraged colleagues to explore more sustainable ways of commuting to work.

Given the scale of our business, managing our footprint can be challenging and we rely on the dedication of all our people to keep up momentum. We encourage initiatives around the world that improve our footprint – such as transitioning our German sites to 100% green electricity in 2017, implementing robust environmental management systems in Finland and Estonia, or implementing follow-me printing in US offices (see page 25).

"Climate change mitigation is an ongoing journey for us. It was great to enhance the scope of our carbon reporting during 2017 to get a better understanding of how we can effectively tackle our impacts."

Françoise Grumberg,
Vice President, Global Responsible Business

We act ...

... to understand and reduce our carbon footprint

Understanding where our impacts lie is the first step towards reducing our environmental footprint, which is why we continually look to improve our data measurement and management processes.

Since 2013, we have conducted an annual environmental reporting campaign to collect the data we need in order to calculate our greenhouse gas (GHG) emissions. Our reporting and monitoring tool now collates data from across 22 countries (up from 19 in 2015), representing 80% of our total revenue. To further improve the accuracy and completeness of our carbon reporting in 2017, we also added employee hotel stays to our reporting scope.

Our carbon footprint*

In 2017, business travel, including hotel stays, was responsible for more than 60% of our carbon footprint. This was followed by employee commuting at 24%, while building energy use represented 14% of our total emissions.

Our footprint by size

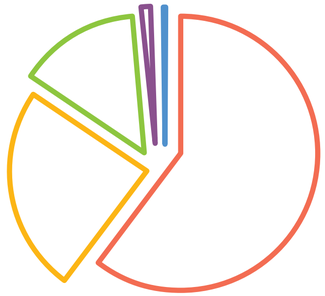
60.3%
Business travel

24.3%
Commuting

14.2%
Building energy

0.9%
Purchased goods and services

0.3%
Waste management



Scope 1

2,208
tCO_2e**
Direct emissions from our buildings in key locations (heating-oil and gas) and a portion of business travel (fuel for CWT's vehicle fleet)

Scope 2 (location-based method)

3,492
tCO_2e
Indirect emissions from energy supplied to offices in key locations, such as electricity or urban heating

Scope 3

29,858
tCO_2e
Indirect emissions from business travel, commuting, waste management, purchased goods and services. Excludes use of products and services sold

* Emissions are calculated in line with the Greenhouse Gas Protocol, and based on emission factors provided by the UK Department for Environment, Food and Rural Affairs (DEFRA). These figures exclude use of products and services sold from our Scope 3 emissions.
** tCO_2e = Tons of carbon dioxide equivalent.

We act ...

... to create an environmentally-responsible culture

Across our global locations, we're always raising awareness about how we can all play our part in considering the environment in our day-to-day roles. At the same time, we strive to apply the highest standards for environmental management in our offices.

Informed by our environmental data, and led by our people, we're steadily creating a culture where environmental responsibility is embedded into decision-making. Every year since 2015, we've organized a week-long Environmental Awareness Week to encourage our employees to play their part (see We live story).

Alongside this, we also encourage our employees to implement initiatives at a local level. As a result, locations such as Germany, Spain and the UK have robust environmental management systems in place including ISO 14001 accreditation.

Certifications and accreditations are selected based on the local context – for example, CWT Finland adopts the WWF Green Office label, while CWT Estonia uses European Green Office standards. In the US, follow-me printing was installed, helping to reduce paper and energy waste. In line with our commitment to reducing our environmental impact, we have also installed state-of-the-art telepresence suites in Paris, London and Minneapolis with more locations to follow. They allow colleagues around the globe to collaborate without having to systematically travel.

ISO 14001
for Germany, Spain and the UK

7,614
employees took part in our annual commuting survey (approximately 40% of our entire workforce)

515
tons of CO_2 equivalents were offset to compensate for the emissions from two large corporate events

We live ...

... to promote sustainable commuting

Every year since 2015, we've organized a global campaign to inspire employees to reduce their environmental impact.

In 2017, the week-long campaign focused on the work commute. We ran a communications campaign in seven languages, giving tips on how to 'reboot your commute'. This included tips on how to become an eco-driver, using human power (walking/cycling) instead of driving, taking public transport and even teleworking.

During the awareness campaign, our annual commuting survey was launched to employees worldwide and local activities were organized. To encourage participation, a global challenge was launched: the country with the highest participation rate in the commuting survey would win a donation for an environmental charity of their choice. Nearly 40% of colleagues filled out the survey, and the results were used to help calculate our global carbon footprint.

We act ...

... to go carbon neutral at key events

As well as understanding and reducing our greenhouse gas emissions, we look to offset the impact of some of our key corporate events while making a positive impact on local communities.

In 2017, we offset 515 tons of carbon dioxide equivalents to make two global events carbon neutral – that's the equivalent of the manufacturing of 223,900 reams of paper (a ream is 500 sheets of paper).

The contributions from these events have helped support Carbon for Water™, a carbon offsetting project we have been supporting for two years, which helps rural communities in Kenya avoid the need to cut down trees to boil water, while ensuring that it is clean and safe. Thanks to our carbon offsetting efforts in 2017, 1,155 water filters were distributed to around 10,945 rural families.

Find out more about our environmental practices. See our Detailed Report.

We said ...	We did ...	We will ...
2020 objectives	**2017 performance**	**2018 goals**
Educate all our employees through eco-attitude campaigns and an environment training module translated into several languages.	Our Annual Environmental Awareness Week focused on responsible commuting. The annual commuting survey was extended to all employees worldwide for the first time. We also continued sharing best practices on environmental initiatives throughout the year via our social intranet.	Continue to promote an environmentally-conscious culture through awareness campaigns and targeted initiatives.
Empower the global environment network to drive local performance.	Dozens of local activities were initiated and organized by employees across the world, from office recycling and environmental management system implementations to awareness activities, and beach cleanups.	Further strengthen collaboration with local correspondents to improve environmental reporting processes by streamlining them and expanding the network of correspondents. Continue to encourage employee-driven environmental initiatives.
Reduce our GHG emissions by 10% per employee against 2015 levels.	We put in place various initiatives to help reduce our emissions, from our environmental awareness campaign to applying the highest standards for environmental management in our offices. We also strengthened our reporting processes to improve the accuracy of our environmental measurement.	Further integrate environmental considerations into certain internal processes to reduce our global environmental footprint.

Initiated In Progress Completed

Responsible Products and Services

We think ...

... we can help create seamless and stress-free travel

Even with all our smart devices, millions of us still need to travel thousands of miles each day for face-to-face business meetings and events. We work around the clock to ensure that these essential journeys are safe, stress-free and as sustainable as possible.

At the heart of our efforts is the rigorous approach we take to Risk Management. Experience shows that when our teams follow clearly defined steps, we can maintain business-as-usual to the best possible extent, even during the most trying circumstances – as we saw during Mexico City's earthquake last year (see **page 29**).

In 2017, we were once again reminded in our **connected traveler survey**[1] just how important safety and peace of mind is to today's business traveler: although two-thirds (67%) believed travel is safer today, 46% still had safety concerns. Keeping every single traveler safe and well, letting them know about disruption or security risks, and being by their side when the unexpected happens is all part of our unique service – partnerships with specialist organizations like International SOS, and products like *CWT To Go*™ and *CWT AnalytIQs* help inform and protect travelers when it's needed the most (see **page 28**).

"Behind the scenes, each one of us is expected to continually monitor for – and reduce – any risks that would negatively impact our customers or expose business operations to unplanned disruption."

Kathleen Orner,
Chief Risk & Information Security Officer

1 Survey data was collected from more than 1,900 business travelers between the ages of 25-65 from the Americas (Brazil, Canada, Chile, Mexico and the US), EMEA (France, Germany, Italy, Spain, Sweden and the UK) and APAC (Australia, China, India, Japan and Singapore). To participate in the study, business travelers were required to have made more than four business trips within the past 12 months.

We act ...

... to provide peace of mind

Our tested approach involves anticipating risk, alerting travelers and acting on any disruption – all while making journeys smooth and comfortable. This requires the very best talent, combined with the very latest technologies.

Working closely with International SOS, the world's largest medical and travel security services firm, we provide travel managers and security officers with regular updates and notifications. In 2017, we issued more than 8,000 *CWT Alerts Powered by International SOS*, providing medical and security advice tailored to each itinerary.

CWT Meetings & Events is the first company of its kind to include an integrated safety and security offering, powered by international SOS. Complimentary core services include medical and security destination briefings, safety and security checklists, and medical and security advisories, while event membership offers an International SOS project coordinator, 24/7 support, event medical support, and emergency medical advice.

In 2017, we worked with International SOS to launch our **Top 10 Tips for Safe Travel** infographic – a guide to help travelers prepare for their business trips effectively, helping them stay safer. Also with International SOS, we co-hosted webinars on 'Keeping your people safe', which welcomed 300 people from all three regions (approximately 50% customers, 50% employees), and a 'Hotel Safety' event, which saw 400 global registrations.

7,538
security alerts

651
medical alerts

We live ...

... to provide products that inform and connect

***CWT To Go*™ is our travel app that updates itinerary information on the go and sends timely alerts on flight delays, cancellations and gate changes.**

With *CWT AnalytIQs,* our business intelligence and reporting tool, we make it easy to be able to track down travelers anytime, anywhere, for their security, even during disruptions. Travel managers can locate their travelers on a map that can be filtered for security risks or medical risks. What's more, *CWT AnalytIQs* analyzes CO_2 emissions after travel, providing travel managers with an environmental data report that can inform travel behaviors. In 2017 the reporting was restructured to align with how environmental factors are applied for air and rail, and more current data source from the UK's Department for Environment, Food and Rural Affairs (DEFRA).

We act ...

... to keep our business running, whatever happens

From staff shortages and technical disruptions to terrorism and natural disasters – our proactive approach to risk means that we are always prepared.

We continued to enhance our Risk Management capabilities in 2017. Our approach involves identifying, assessing and prioritizing potential risks before developing mitigation plans to reduce their occurrence and to minimize impact. In 2017, a Site Risk Assessment campaign was performed by 19 of our global partners, with the objective of proactively identifying prominent risks and developing checklists to reduce impacts.

It's vital that we all understand and buy into our focus on risk readiness, prioritization and rapid response. Our Business Continuity Plan helps to ensure risks do not impact our day-to-day operations. We follow a consistent methodology to ensure effective and efficient response to unplanned disruptions when they occur. CWT offices are required to undertake two annual drills, while Plan owners (and 'backup' owners), operations managers and new hires receive annual training. At the start of 2018, we launched a new tool to further improve readiness.

Our Executive Leadership team periodically runs mock crisis scenarios and in 2017, these included terrorist and cyber-attacks, as well as a kidnapping. What we learn directly shapes our Business Continuity Planning for continual improvement.

We live ...

... to keep teams safe when disaster strikes

Gerardo Vera, our General Manager in Mexico, on business continuity after a major earthquake.

"When a 7.1 magnitude earthquake hit Mexico in September 2017, we applied everything we had learned from risk management training, drills and protocols to keep colleagues safe and offices open. We immediately activated our BCP and a trained crisis team of 12 stepped in to ensure people and property were safe, and also to support colleagues whose homes were affected. Experts assessed the office site, prompting us to temporarily close but, with IT enabling 145 people to work from home and 65 operating from a temporary office, business disruption was very minimal.

Being well prepared for the worst has protected our people and infrastructure, meaning customers could enjoy the same high standard of service."

We act ...

... to alert travelers to human trafficking risks

With human traffickers using air travel, hotels and even international events to facilitate their illegal and amoral activity, Carlson, our parent company, has taken a decisive stance on this issue since 1999.

Here at CWT, we continue to strengthen our public position and initiatives to fight human trafficking, sex tourism and pedophile tourism in our sector and beyond.

Since 2012, we've included almost 595,000 travel alerts on electronic tickets issued in the US to destinations where there is a prevalence of child sex tourism. The alerts include how to report suspected cases of child sex tourism. The alerts include how to report suspected cases of child sexual exploitation.

Find out more about our Responsible Products and Services. See our Detailed Report.

We said ...	We did ...	We will ...
2020 objectives	**2017 performance**	**2018 goals**
Further reinforce our responsible business products and services offering to our clients.	Updated the emissions reporting methodology used in *CWT AnalytIQs*.	Further embed social and environmental criteria in our various service offerings to clients.
Proactively propose carbon offsetting to clients.	We continued our internal carbon offsetting efforts to build experience in this field, and collaborated with various carbon offsetting agencies to answer requests from customers regarding carbon offsetting.	Continue to explore possibilities to integrate carbon offsetting into some of our service offerings.
Expand the scope of an ISO 22301-aligned Business Community Management system to include Crisis Management, Business Continuity Planning and Disaster Recovery. Become the reference in terms of crisis management in the travel industry.	CWT's Business Resiliency Strategy identified sequenced workflows for Crisis Management, Business Continuity and Disaster Recovery. Our Executive Leadership Team completed a crisis exercise. And CWT's Business Continuity Plan was activated in Mexico after an earthquake.	Implementation of sequenced workflows for Disaster Recovery. Continue to perform a bi-annual business resilience and risk management business review. We will also expand the number of crisis team members and further align our crisis management plan to our Digital Difference strategy.

Initiated **In Progress** **Completed**

Community Involvement

We think ...

... we make a difference in the communities where we live and work

We lead the way by creating a targeted impact in local communities around the world. Through our 3E Community Involvement strategy, we have worked on over 400 initiatives aimed at Education, Emergencies and Essential needs provision since we launched our 3E strategy in 2014.

With a presence in around 150 countries, our success depends on building strong relationships with the communities in which we live and work. We believe in putting our efforts towards initiatives where we can have the most impact, which is why our Community Involvement strategy focuses on addressing the 3Es of Education, Emergencies and Essential needs (see **pages 32-33**).

Since 2014, employees from CWT and Carlson have volunteered their time, organizing fundraising and creating awareness for great causes, addressing everything from improving living conditions for families to donating food to the hungry, from supporting the homeless to providing education, financing health research and much more.

Our Community Involvement strategy continues to grow year-on-year, and we are proud of the fantastic contributions from our employees all over the world.

We act ...

... on delivering our 3E strategy

Through the hard work of our people, we organized more than 100 3E initiatives in 2017 alone, partnering with 79 charities around the world.

In partnership with Carlson, and through the commitment of our people, CWT's community involvement strategy focuses on targeting the 3E's of:

- **Education:** supporting the transfer of knowledge and skills from one generation to the next through teaching, training and research.
- **Emergencies:** providing support and resources to those experiencing urgent humanitarian disasters or ongoing global crises harming lives and livelihoods.
- **Essential needs:** supporting initiatives that help provide the building blocks of human dignity, such as protection from poverty and exploitation, access to clothing, healthcare, food, water, shelter and safe environment.

Our 3E Guidebook outlines our strategy and approach. Available in seven languages, it shows our 3E aims and objectives, and gives guidance to employees that want to get involved in local initiatives. Alongside the Guidebook, an interactive 3E map is accessible to all employees to plot their own initiatives and help us track progress on the impact we are having in local communities.

>400
community involvement initiatives organized since 2014

Over 100
new 3E initiatives were organized in 2017

79
charity partnerships in 2017

We live ...

... to celebrate our impact

As part of our annual campaign to celebrate 3E initiatives around the world, our 'liking' contest encouraged employees to vote for their favorite 3E initiatives plotted on our interactive 3E map. Three winners were selected (one per region) and the organizations associated with each received a corporate donation. The winners in 2017 were:

Americas: CWT colleagues throughout the US and Canada collected and donated over 600 pairs of used and old eyeglasses to Lions Clubs International's 'Recycle for Sight' program, based in Chicago.

Asia Pacific region: in collaboration with Charities Aid Foundation, CWT India made a donation to provide humanitarian assistance to the victims of the floods in the Galahad District. A total of 95 families and 471 beneficiaries received a relief kit to affected families with immediate needs.

Europe, Middle East and Africa region: our Warsaw-based CWT team participated in the 'Great Company Run' for the second year in a row to raise money for the treatment and rehabilitation of local children in need through the Everest Foundation. For the second year in a row, their participation won the team a corporate donation for the Everest Foundation.

We act ...

... on delivering our 3E strategy (continued)

As part of our commitment to community engagement, alongside the Carlson and the Carlson Family Foundation, we ensure we're addressing the most pressing issues by working closely with expert organizations around the world to address challenges in education, emergencies and essential needs.

Education

Obtaining a quality education is the foundation to improving people's lives and sustainable development, according to Goal 4 of the UN SDGs. During 2017, our Community Involvement strategy continued to champion education and employability for young people around the world (see We live story).

Emergencies and Essential needs

As well as tackling global education, we lend a helping hand to ensure basic human needs like clothing, food, water, shelter and medical care are met. Initiatives in 2017 included everything from raising money and awareness for the Cancer Council's 'Daffodil Day' in Australia, through to collecting chocolate to sweeten the festive seasons for underprivileged families in supporting The Restaurants du Cœur in France and even organizing a concert in the Philippines to raise funds for child protection charity 'Rescue Philippines'.

With our global reach, we also look to provide support when crises such as natural disasters or outbreaks of disease occur. In the US, the Carlson Cares Employee Assistance Fund is available for those facing hardship as a result of unforeseen circumstances beyond their control. When Hurricane Harvey hit the US state of Texas in the summer of 2017, CWT committed US$25,000 to the fund, which helped affected employees.

We live ...

... to provide youth opportunities for education and employment

We were involved in several key partnerships around the world in 2017 to promote education and employment within our industry and beyond. For example, in France, we partnered with **United Way** in 2017 in its mission to reduce youth unemployment in Paris.

Our work involved providing 120 middle-school students with the opportunity to learn from CWT employees and professionals as part of Careers Day. And in the Philippines, colleagues in Manila supported the organization's 'Food for Hungry Minds' in its school feeding program and 'Education in Motion' project, where CWT employees took 75 students on a field trips to local museums.

At a global level, we have been a strong supporter of Global Travel and Tourism Partnership (GTTP) for the last five years, and we continued to work on the advisory board of the program that trains young people in 14 countries about careers in travel and tourism to ensure we are securing future talent in the industry. The program currently works with 650,000 students in secondary and tertiary schools around the world and has had over two million graduates since its launch in 1996.

We act ...

... in partnership with Carlson

Carlson and the Carlson Family Foundation continued to provide strong support for CWT's 3E projects in 2017, ranging from matched giving contributions to anti-trafficking endorsement.

Anti-trafficking support

The fight to stop and prevent human trafficking and sexual exploitation around the world has long been a priority for Carlson, and one that is increasing in prominence at CWT. A leader in this fight, Carlson was, among other things, the first major North American company to sign ECPAT's Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code), a founding member of the Global Coalition Against Human Trafficking (gBCAT), and a signatory to the United Nations Global Compact (supporting Principles 1 and 2 relating to Human Rights).

Employee giving campaign

Historically, the headquarters of CWT and Carlson in Minneapolis, US, hold an annual employee giving campaign, in which employees financially contribute to non-profit organizations. In 2017, the Campaign was expanded to include all employees in the US, and we highlighted past and new partner organizations focused on our anti-sex trafficking and military and veterans efforts.

With 1,400 employee participants, the campaign reached record results in CWT participation at the headquarters in Minneapolis and across the US. This included a 60% increase in individual donors contributing US$1,000 or more. Because of our generous employees, our communities received more than US$500,000 in contributions through 2017 campaigning. Their efforts also saw 20,000 hours volunteered to roughly 500 organizations across the US.

Find out more about our Community Involvement efforts. See our Detailed Report.

We live ...

... to tackle anti-trafficking

Carlson is proud to continue adopting a leadership position in anti-human trafficking, and made great strides to expand awareness and activity among its employees across the globe in 2017. Grants from the Carlson Family Foundation in 2017 alongside CWT included working with organizations such as Thorn and Orphaned Starfish Foundation to focus on ending human trafficking around the world.

Our main global partner in 2017 was ECPAT (End Child Prostitution, Child Pornography and Trafficking), who received funding from the Carlson Family Foundation to develop employee training modules specific to anti-human trafficking for travel management and meetings and events companies worldwide. Additionally, our employees participated in a 3,000 mile ECPAT Race Across America and the Walk the World Together challenge to raise money and awareness of the organization's work – CWT and the Carlson Family Foundation also donated to the cause.

We said ...

2020 objectives

Further deploy globally and measure our impact in the 3E* fields of action.

* Education, Emergencies and Essential needs.

We did ...

2017 performance

More than 100 3E* initiatives organized by employees worldwide and shared on the 3E map.

Expanded the employee Giving campaign to include all employees in the US and new partner organizations added.

We will ...

2018 goals

Further improve the measurement and tracking of our impact in local communities.

Initiated In Progress Completed

Carlson Wagonlit Travel

www.carlsonwagonlit.com