

Responsible Business Annual Report In Brief

June 2015



SHINE WITH CWT

Carlson
Wagonlit
Travel



About CWT



CWT is a global leader specialized in managing business travel and meetings and events. It is owned by Carlson, a global hospitality and travel company.

We serve companies, government institutions and non-governmental organizations of all sizes in more than 150 countries and territories. By fusing the expertise of our people with innovations in technology, we help clients draw the greatest value from their travel program in terms of savings, service, security and sustainability. CWT also provides personalized service and assistance to travelers. In 2014, sales volume for wholly owned operations and joint ventures totaled US\$27.3 billion. As part of our commitment to responsible business, we are a signatory of the United Nations Global Compact Ten Principles.

CWT



Business
Travel



Meetings
& Events



GLOBAL LEADER
and present in more than
150 countries and territories



Approx.
19,000
employees worldwide



345,000
registrations of our
award-winning app
CWT To Go™



62.3 MILLION
online and
offline transactions



**US \$27.3
BILLION**
in sales generated by wholly owned
operations and joint ventures
*Based on 2014 performance

Introduction

In this report we are proud to share measurable progress and impactful actions achieved across all responsible business domains. Overall, in 2014 CWT made tremendous progress in taking our commitment to Responsible Business to the next level. Guided by our strong, global Responsible Business governance structure and strategy, and with the active contributions of our employees, we moved much closer to achieving our ambition.

Read on and see why CWT is being recognized as a Responsible Business leader in the travel management industry.

As a United Nations Global Compact (UNGC) signatory, the full version of this report represents our annual Communication on Progress, detailing how we are integrating UNGC's Ten Principles into our activities. Our report is available on CWT's corporate website at: www.carlsonwagonlit.com.

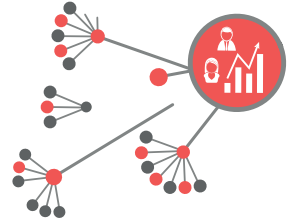
We welcome your feedback, suggestions and questions. To learn more about Responsible Business at CWT, please contact us at: responsiblebusiness@carlsonwagonlit.com

“ Our Responsible Business practices are even more deeply embedded than ever in our operations worldwide. As a result, we are now being recognized as a responsible business leader in our industry. ”

*Douglas Anderson,
President & CEO*



Responsible Business Strategy & Governance



This year, Responsible Business became more deeply engrained across our organization. CWT made notable progress in many areas, including:

- Deploying a global Responsible Business governance
- Establishing a global cross-functional network of Responsible Business Ambassadors and Country Correspondents
- Earning a significantly strong silver rating from EcoVadis, putting CWT among the top 11 percent of all companies ranked globally by EcoVadis
- Presenting the first Responsible Business CEO Award, our highest employee recognition
- Providing training on an updated and enhanced global Code of Business Ethics and Conduct
- Publishing our Responsible Supplier Code that sets ethical, social and environmental guidelines, policies and expectations
- Extending our Business Continuity Plan to partner countries
- Mobilizing our employees worldwide in 3E community involvement celebrations

CWT achieved a strong silver EcoVadis rating



CWT scored high ratings in the areas of environment, social and

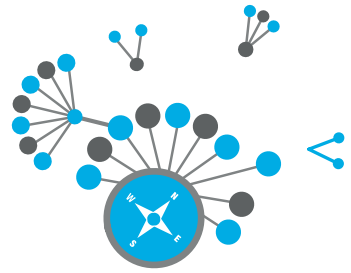
sustainable purchasing performance, and scored exceptionally well in fair business practices. Our EcoVadis rating makes CWT a responsible business leader in the travel management industry.

“ Our commitment to Responsible Business took a leap forward in 2014, becoming more deeply rooted into how we think and act. We are very proud to see our progress being recognized both inside and outside CWT. ”



Françoise Grumberg, Vice President, Global Responsible Business

Ethics & Business Behavior



Our work to bolster our ethics and business behavior in 2014 enhanced our unwavering commitment to protect our relationships with clients, colleagues and suppliers. Examples of achievements in this include:

- ▣ Launching an enhanced version of our Code of Business Ethics and Conduct
- ▣ Publishing a Responsible Supplier Code, which sets ethical, social and environmental guidelines, policies and expectations
- ▣ Developing an updated Gifts & Entertainment Policy to keep pace with legal and industry changes
- ▣ Reinforcing our zero-tolerance policy around bribery and corruption with anti-bribery training available in multiple languages via our online learning portal
- ▣ Introducing a new online conflicts of interest training course to key personnel and employees at specific levels
- ▣ Expanding compliance-related education and training for employees

CWT is also vigilant about protecting information about our travelers, meeting and event participants, website users and our own data. To further uphold data protection and security, we provided employees with additional tools and training in 2014, such as:

- ▣ an annual Security Awareness training on protecting travelers' personal information, and our company's infrastructure and systems
- ▣ iRespond, an internal tool for reporting suspected information security incidents and fraud within the company

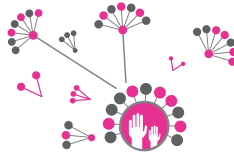
For more on our security programs, please see the full [Responsible Business Annual Report – June 2015](#).

“ Ethics matter every day. It comes down to the decisions each of us make to do the right thing in ordinary moments. ”

*Lisa Beth Lentini, Vice President,
Global Compliance*



Human Resources & Human Rights



“**At CWT, our people set us apart. We aim to foster an environment that can inspire our employees to achieve their personal and professional best.**”

*Jean-Luc Duchemin, Executive Vice President,
Global Human Resources*

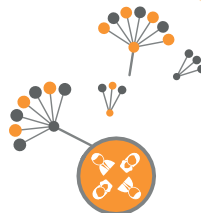


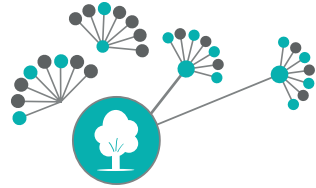
CWT employees are at the heart of what we do as a service company and are vital to our success. Over the past year we've made significant steps forward in how we attract, develop, reward, retain and engage employees to ensure the sustainability of our workforce. Among our accomplishments:

- ▣ Launched HR Connect, our first-ever global “one-stop-shop” employee database
- ▣ Appointed a US HR Director of Diversity & Inclusion
- ▣ Continued to celebrate an annual Values Day
- ▣ Executed our first company-wide Employee Appreciation Week
- ▣ Added a Responsible Business category to the annual CEO Awards
- ▣ Created the CWT European Works Council
- ▣ Further implemented our talent acquisition strategy
- ▣ Launched the LEAD2020 professional growth training program for CWT Traveler Services front-line leaders
- ▣ Published and promoted our Global Health & Safety Charter

The number of women on the CWT Executive Team increased from 18% to 36% in 2014, and from 34% to 40% among executives and their direct reports.

For more on our human resources programs and initiatives, please see the full [Responsible Business Annual Report – June 2015](#).





Environment

CWT is committed to reducing the environmental impact of our activities. Highlights of our 2014 progress include:

- Securing a new reporting solution to ensure more accurate data and deepen our environmental monitoring processes
- Expanding the scope of our environmental reporting initiative to Latin America and Asia Pacific, covering about 75% of our global annual revenue
- Reporting our environmental data to the Carbon Disclosure Project (CDP) Supply Chain program, an organization that provides a global system for companies to measure, disclose, manage and share key environmental information
- Continuously documenting our greenhouse gas (GHG) emissions through our Carbon Management Program and measuring the impact of our activities using the GHG Protocol

For more on GHG emissions, please see the full [Responsible Business Annual Report – June 2015](#).

Other examples of our environmental activities include:

- In Helsinki, Finland, CWT renewed its Green Office certificate from the World Wide Fund for Nature (WWF). It recognizes the site's work to minimize the production of waste, promote recycling and educate employees on responsible use of natural resources. The location has held Green Office certification since 2008.
- In Singapore, CWT observes a self-imposed "Earth Hour" every Friday from Noon to 2 p.m., to demonstrate their commitment to conserving energy and saving the environment.
- In North America, CWT offices were provided with a list of eco-friendly practices to implement, including a directive to measure results from current recycling efforts, and incentives to begin recycling if a program was not already in place.



Responsible Products & Services



Business continuity ensures that critical functions at CWT are consistently available. Each year we continue to bolster our efforts by aligning with globally recognized standards to make certain our world-class service is available anywhere, anytime and in any situation.

We improved and expanded our business continuity management system in 2014 to ensure CWT is even better prepared to manage any disruption and execute a swift response.

Some of our key achievements in 2014 were:

- ▣ Performed a risk assessment and documented a risk mitigation plan for orange (medium severity) and red category (high severity) risks at all CWT wholly owned offices
- ▣ Implemented Business Continuity Plans and training in all CWT Partner countries
- ▣ Completed formal documentation of a crisis management process

CWT is also delivering more care for travelers and the environment with our responsible products and services including:

- ▣ *CWT To Go*, our managed travel mobile app
- ▣ *CWT Core Safety and Security*, an alert and tracking tool
- ▣ *CWT Travel Stress Index*, which offers insight into the sources of traveler stress

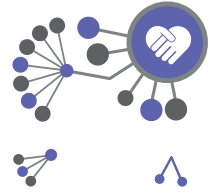
CWT also entered into agreements with two leading companies to further improve our offerings:

- ▣ *International SOS*, the world's leading medical and travel security services company. This service complements our other safety and security offerings.
- ▣ *CIBTvisas*, a global visa service specialist. Through this agreement, travelers can receive automatic reminders of visa requirements and reduce costs by applying for their visas further in advance.

For more details about our traveler care and green travel products, please see the full [Responsible Business Annual Report – June 2015](#).



Community Involvement



CWT is making a meaningful difference in the communities where our people live and work, particularly in the areas of Education, Emergency and Essential needs – or the 3Es. Our 3E strategy unites us in our focus and desire to make an impact where our help is needed most. In 2014, we completed 127 3E initiatives in 28 countries, leading activities such as:

- ▣ Building houses for the homeless
- ▣ Participating in charitable walks
- ▣ Teaching children at local schools
- ▣ Donating food and bedding
- ▣ Filling backpacks with school supplies
- ▣ Purchasing insulin pumps for children with diabetes

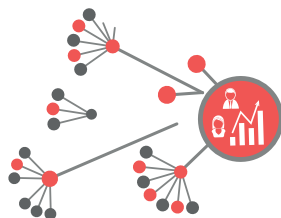






















CWT also launched an interactive map illustrating our community involvement globally. Using the map, employees voted for their favorite 3E initiatives among 15 finalists, resulting in US\$10,000 donations being made to charities in each of the regions.

For a more complete look at our Community Involvement activities worldwide, please see the full [Responsible Business Annual Report – June 2015](#).

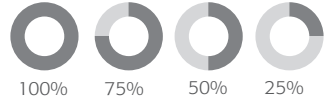
On December 5 - United Nations' International Volunteer Day – we also held our first companywide 3E celebrations to recognize local initiatives and their impact in the communities they are a part of.

Our Responsible Business Progress vs 2015 Objectives



Domains	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013	Status as of end of 2014
 Ethics and Business Behavior	Business Ethics & Compliance	1 Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles	All employees are periodically trained to our ethics and compliance policies		
		2 Spread the word to our key stakeholders about our ethics and zero tolerance approach	Our set of global policies is fully deployed and their implementation monitored and regularly tested		
	Privacy and Data Protection	3 Maintain a secure business environment for a global data and privacy protection program	Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data		
 Human Resources and  Human Rights	Diversity	4 Leverage diversity as one of CWT's major assets	Further expand diversity and inclusion initiatives in all regions		
	Employee Engagement	5 Cultivate a highly engaged workforce	Reach the level of best performing companies		
	Human Capital Development	6 Establish workforce readiness to deliver against future business needs	Ensure leading edge development planning to our talents worldwide		
 Environment	Energy and Carbon Management	7 Develop an environmentally responsible culture	Ensure full deployment of a Responsible Business training, including a module on environment		
		8 Measure our global carbon footprint	Measure the total Greenhouse Gas (GHC) emissions of the countries representing at least 70% of the company's overall revenue		

Legend/key:



Domains	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013	Status as of end of 2014
 Environment	Energy and Carbon Management	9 Implement a global environmental strategy	Reduce by 10% the GHG emissions per employee vs 2012. Define a 2020 target in 2015		
 Responsible Products and Services	Responsible Portfolio	10 Contribute to our clients' CSR/Responsible Business ambitions and promote sustainability	Offer an innovative suite of responsible products and services		
	Business Continuity	11 Ensure a robust Global Business Continuity management system	CWT to fulfill with the requirements of the best standards and norms in the domain such as ISO 22301		
		12 Establish a best-in-class crisis management approach	Become the reference in terms of crisis management in the travel industry		
 Community Involvement	Corporate Community Involvement	13 Care for the communities where we live and work, and contribute to their development through our skills and expertise	Deploy CWT's "glocal" approach and 3E* strategy worldwide <i>*Education, Emergency, Essential needs</i>		
 Responsible Business Governance	Global Responsible Business Governance	14 Ensure progress transparency	Monitor and report our progress on an annual basis as from 2013		
		15 Integrate Responsible Business into our activities	A network of RB Ambassadors and a Responsible Business handbook are fully deployed		







¹ Employee engagement scores were flat compared to last year. To change this trend, CWT has implemented a new approach to action planning and tracking for improvement

² While status remained the same overall, great improvement was made with 73% of open executive positions filled with internal candidates (vs 54% in 2013)

³ Decision to extend the reporting geographic coverage to Latin America and Asia Pacific in 2014; measurement will start in 2015

Illustrated Year in Review



	Jan. 2014	<p>Introduced iRespond, an internal tool for reporting suspected information security incidents and fraud.</p>
	Feb. 2014	<p>Integrated RB into the agenda of the 2014 CWT Global Leadership Conference.</p>
	March 2014	<p>Started series of RB Council meetings for 2014.</p>
	April 2014	<p>Completed data center migration to a greener and more environmentally efficient facility. Started series of RB Ambassador meetings for 2014.</p>
	May 2014	<p>Launched and provided global training on an updated and enhanced global Code of Business Ethics and Conduct. Launched the first RB CEO Award, our company's highest form of employee recognition, honoring an exceptional commitment to RB.</p>
	June 2014	<p>Created a CWT European Works Council to represent European employees and further reinforce dialogue between them and CWT management.</p>



July 2014

Continued to submit environmental reporting to the Carbon Disclosure Project (CDP) Supply Chain program.
Extended our Business Continuity Plan to partner countries (rollout completed in July).



Sept. 2014

Deployed the annual Employee Engagement Survey as an ongoing process for feedback and action planning.



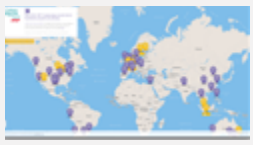
Oct. 2014

Held our first company-wide Employee Appreciation Week.



Nov. 2014

Broadened our environmental reporting scope to include countries in Asia Pacific and Latin America.



Dec. 2014

Mobilized our employees worldwide in 3E community involvement celebrations.
Published our Responsible Supplier Code, which sets ethical, compliance, social and environmental guidelines, as well as policies and practices, for our non-trade suppliers.
Published our Global Health & Safety Charter.
Increased the ratio of women leaders on the CWT executive team from 18% in 2013 to 36% in 2014, and among executives and their direct staff from 34% to 40%.



Jan. 2015

Launched our RB re-assessment with EcoVadis that resulted in becoming an RB Leader in the travel management industry.
Completed documentation of our crisis management process and training regional crisis teams in South America.

Ongoing Commitment to the Ten Principles of the UN Global Compact



As a UN Global Compact signatory, we continue to align our responsible business strategies to its Ten Principles in the areas of human rights, labor, environment and anti-corruption.

UN Global Compact Ten Principles

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

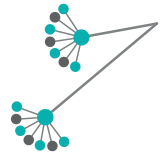
Principle 7: Businesses should support a precautionary approach to environmental challenges;

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.



Contact Us

responsiblebusiness@carlsonwagonlit.com

www.carlsonwagonlit.com

The logo for Carlson Wagonlit Travel. The words "Carlson" and "Wagonlit" are stacked in a teal, sans-serif font. Below "Wagonlit" is the word "Travel" in the same font. Underneath "Travel" is a red, stylized wavy graphic element.

Carlson Wagonlit Travel

Printed on FSC-certified paper using environment-friendly vegetable inks by a disability-smart and equal opportunity employer.

This report covers activities and accomplishments in 2014. Publication date in June 2015.

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