

# Responsible Business Report 2012





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# CHAPTER 1

## About this report

### President & CEO's message

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### CWT and Responsible Business

# About this report

**B**eginning this year, Carlson Wagonlit Travel (CWT) will publish an annual Responsible Business (RB) report, detailing the company's commitments, initiatives and progress. CWT has always sought to act responsibly and over the years, some countries have reported individually on Responsible Business. This document constitutes the company's first consolidated, corporate-level RB report.

The report's main objective is to review CWT's RB achievements and sample good practices. It covers existing policies and programs in the following widely-accepted Responsible Business domains – RB governance, ethics and business behavior, human resources, environment, responsible products and services, and community involvement. The report will serve as a baseline for future efforts by examining where we stand today and highlighting our various strengths and challenges.

This report is not exhaustive. Some local initiatives may have been

overlooked. The purpose of this initial publication is to serve as a springboard as we progressively consolidate and enhance our commitments and initiatives.

This document also highlights how we are progressively integrating the United Nations Global Compact (UNGC)'s Ten Principles into our activities. In this way, it constitutes our annual Communication on Progress report, as required by the UNGC.

The report is available on [CWT's corporate website](#). For environmental reasons, the report is not being printed. We recommend that you consider the environment before printing a copy for your own use.

This first publication represents a major step forward for CWT. We welcome your feedback, suggestions and questions. To learn more about Responsible Business at CWT or to get involved, please contact us through: [responsiblebusiness@carlsonwagonlit.com](mailto:responsiblebusiness@carlsonwagonlit.com)



# CHAPTER 1

About this report

**President & CEO's message**

UN Global Compact

CWT and Responsible Business

# President & CEO's message

I'm pleased to announce that Carlson Wagonlit Travel has published its first global **Responsible Business Report**, a milestone in a long history of operating in a socially responsible way. This comprehensive report provides a holistic and global view of CWT's achievements, policies and practices in this area.

In 2012, CWT signed the United Nations Global Compact (UNGC); by joining, we agree to incorporate the Global Compact's 10 Principles related to human rights, labor, environment and anti-corruption into our operations and strategies. In fact, these 10 Principles are complementary to our own Code of Conduct and core values. Becoming a signatory of the Global Compact therefore deepens our existing commitment to Responsible Business.

In today's world, being a responsible corporate global citizen is a clear business imperative as well; customers, suppliers and other stakeholders increasingly take a company's Responsible Business stance into account when making a decision to do business with that company, or not. Increasingly, customers and organizations want to work with companies that have a proven track record in conducting business ethically and sustainably.

At CWT we strongly believe in Responsible Business and we are now holding ourselves accountable to an even higher standard than before.

I invite you to take a few moments to review our 2012 Responsible Business Report, which reaffirms why CWT is a respected and trusted leader in business travel management.

Douglas Anderson  
President & CEO,  
Carlson Wagonlit Travel



***Clearly, this is not a commitment made only in words; it's a business imperative. Our customers, suppliers, business partners, communities and other stakeholders are increasingly making ethics and sustainability part of their decision making. They are looking for a partner with a strong and proven track record.***



Douglas Anderson, President & CEO



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## UN Global Compact

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# UN Global Compact

**By signing the UN Global Compact in 2012, CWT formally committed to conduct its business in line with the Global Compact principles in the fields of environment, labor, human rights and anti-corruption. As a Global Compact signatory, we are making it known that we believe in the Ten Principles and the long-term benefits they yield.**

**T**he signing of the Global Compact signals our determination to operate in a way that nurtures respect, dignity and sustainability in all aspects of our business. As such, the UN Global Compact constitutes an extension of our ongoing Responsible Business efforts, initiatives and goals. It supports our resolve to meet the increasingly high expectations for Responsible Business among our local and global customers.



*Joining the Global Compact strengthens our commitment to Responsible Business. It deepens and reaffirms our belief in operating in a way that nurtures respect, dignity and sustainability. The Ten Principles will become an integral part of our strategy, culture and day-to-day activities.*



Douglas Anderson, President & CEO



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## UN Global Compact

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# UN Global Compact Ten Principles

The UN Global Compact is the world's largest voluntary corporate responsibility initiative, with over 10,000 business participants and other stakeholders from 140 countries. Since the year 2000, it has been a strategic policy initiative for businesses committed to aligning their operations and strategies with Ten Principles in the areas of human rights, labor, environment and anti-corruption.

## 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.

Throughout the report, we will be showing the "We Support UNGC" logo beside initiatives and best practices that exemplify how we in CWT live out these principles.



WE SUPPORT

ENVIRONMENT  
Principles 7, 8, 9

For more about the United Nations Global Compact see [www.unglobalcompact.org](http://www.unglobalcompact.org)

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## UN Global Compact

CWT and Responsible Business

# Ten principles aligned to CWT core values

**The UN Global Compact and its Ten Principles not only support our Responsible Business strategy, but also complement the CWT core values that guide our conduct every day.**

**Customer Care:** Putting the needs of clients first and striving to continuously provide an outstanding level of service.

Responsible Business - especially reducing environmental impact - has become a priority for CWT and for most of our customers and suppliers, many of whom are also signatories to the Global Compact. Our shared participation and Responsible Business efforts can only help in advancing our customers' Responsible Business strategies and goals.



**Commitment to Excellence:** Continuously seeking higher levels of performance.

The UN Global Compact is universally recognized and respected. Becoming a signatory puts a global spotlight on our commitment to ethics, human rights, human resources, responsible purchasing, community involvement and protection of the environment. Joining the ranks of the Global Compact advances CWT on its path toward best-in-class Responsible Business.



**Cultural Diversity:** Fostering respect and team spirit in the workplace, embracing and leveraging the multicultural essence of the company, and providing equal opportunities to talented individuals.

Many of the Ten Principles speak to the importance of treating people with respect and dignity – the foundation of any organization that values diversity. CWT's participation in the Global Compact underscores our commitment to eliminating discrimination and working against unethical business practices.





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**Reliability:** Being a dependable and trustworthy business partner, committed to offering industry-leading products and services.

CWT leaders support our Global Compact commitment by integrating its Ten Principles into business strategy, day-to-day operations and culture, as well as incorporating them into top-level decision-making processes. Every year, our Responsible Business report will present CWT's engagement and efforts to employees, customers and other stakeholders.



**Entrepreneurial Spirit:** Approaching new challenges with creativity, resourcefulness and agility, reacting quickly and effectively to provide innovative solutions.

By incorporating the Global Compact principles into our business, CWT is not only deepening its Responsible Business efforts, but creating the opportunity to gain new perspectives and innovative practices from fellow signatories.



**Integrity:** Building productive, longstanding relationships by being truthful and promoting open communications.

Joining the Global Compact is, at its core, a significant commitment to integrity: how we conduct business, and how we treat one another, our clients and the communities in which we operate. As an adherent, CWT commits to report annual progress openly and honestly and to uphold standards of responsibility that are universally accepted and respected.



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**CWT and Responsible Business**

# CWT and Responsible Business

## *A comprehensive approach*

**C**reated in 2012, the CWT Responsible Business team covers all aspects of Corporate Responsibility. The team's mission is first to define and coordinate an overall corporate strategy, and subsequently to launch the appropriate initiatives to implement it. The objective is to transition to a structured, comprehensive approach company-wide and to instill corporate responsibility at the core of our business. Achieving this goal will involve for example the creation of a network of Responsible Business contributors and ambassadors throughout the company's various departments and regions, as well as a Responsible Business steering committee.

To evaluate the Responsible Business challenges facing the company, CWT has identified those issues which represent the most significant risks and opportunities for both the company and its

stakeholders. This "materiality analysis," conducted in 2012, lays the groundwork for CWT's Responsible Business strategy. It takes into account emerging RB trends, regulatory issues, environmental and societal concerns and stakeholder expectations. It includes input from customers, peer reports, industry and trade association studies, benchmarks and interviews with both internal and external stakeholders. Internationally accepted standards and practices have also been taken into account, including the ISO 26000 standard, the Global Reporting Initiative and the UN Global Compact Ten Principle.

With the groundwork completed, CWT is now setting priorities for various RB challenges. At the same time, a dashboard is being established to manage the process with all our internal stakeholders and to measure progress over time. Particular attention is being paid to meeting stakeholder expectations, which are increasingly high.

In many places, CWT employees have already implemented solid RB practices and undertaken noteworthy RB initiatives. We will build upon these valuable achievements by expanding and sharing them across the company and around the world.



“**Our objective is to instill Responsible Business behavior at the core of our day-to-day activities and to transition to a structured, comprehensive approach company-wide.**”

Françoise Grumberg, Senior Director, Global Responsible Business

**We at CWT are fully cognizant of our responsibilities to all of our stakeholders, from employees and clients to partners and the communities where we do business. As we move forward, one of our key Responsible Business goals is to continue to develop programs and services to ensure that stakeholders' sustainability expectations are tracked and addressed.**

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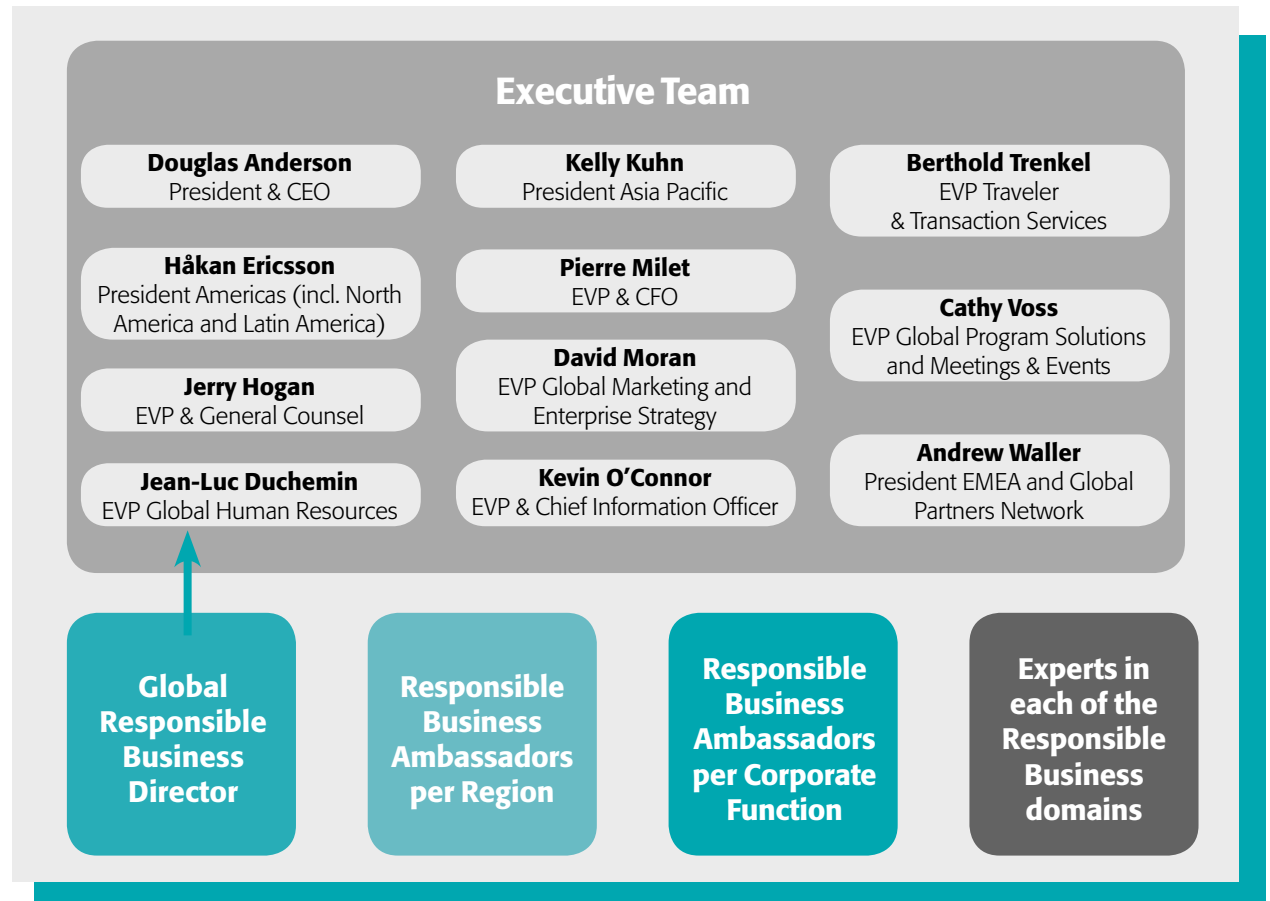
UN Global Compact

**CWT and Responsible Business**

# Responsible Business governance

**At CWT, Responsible Business is a business imperative. It is how we operate - with full attention to ethics, respect for our people and for the environment, while taking into account our customers' and other stakeholders' expectations. Our executive team oversees Responsible Business issues, providing impetus, setting broad strategy and following progress through regular updates.**

**T**he position of Head of Global Responsible Business was created to ensure a comprehensive approach to Responsible Business. It reports to the EVP Global Human Resources and serves as the central coordinator for all Responsible Business efforts. The position consists in defining strategic direction and developing specific programs and initiatives across the company, in partnership with experts in Responsible Business areas and representatives of the corporate functions and the three geographical Regions. A Responsible Business governance, reflecting the company's matrix organization, will manage Responsible Business programs and initiatives, track progress and share best practices.



# **CHAPTER 2**

## CWT at a Glance

CHAPTER 2

# CWT at a Glance

## Key facts & figures

### About us

A global leader in business travel management, Carlson Wagonlit Travel (CWT) helps companies and organizations of all sizes optimize their travel programs and deliver best-in-class service and assistance to travelers.

CWT provides a total business travel package. Customers can rely on us for air and ground transportation, hotel accommodation, and other travel services. Thanks to our worldwide purchasing power, clients enjoy the lowest possible available rates.



By leveraging the talents and know-how of our people and providing leading-edge technology, we help clients around the world drive savings while delivering service and enhancing security and sustainability.

CWT also plays a major role in meetings and events management, providing strategic know-how and a host of services and technology solutions that help companies optimize their investments.

### Our structure

Carlson Wagonlit Travel has two shareholders: Carlson, a global hotel, restaurant and travel company, holds 55 percent of the company's shares and Chase Travel Investment, an affiliate of JPMorgan Chase & Co., holds 45 percent.

### 2012 Key figures:

**62 million**  
online and off-line transactions

Nearly  
**20,000**  
employees worldwide

A diverse client portfolio of large corporations, small and mid-sized companies, government institutions and non-governmental organizations.

Clients include **one-third** of the **Fortune Global 100** companies

**US\$ 27.7 billion**  
in sales generated by wholly owned operations and joint ventures

A global leader present in **more than 150** countries and territories

**97%**  
client retention rate

# CHAPTER 2

## Our products & services

**CWT offers flexible solutions that generate value for clients of all sizes. Working closely with customers to fully understand their goals, CWT provides products and services that balance and meet the needs of travel managers, business travelers, procurement professionals and C-level executives. These include:**



### Business Travel

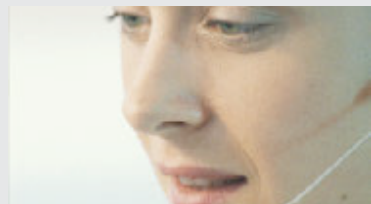
Business travel is a key driver for getting things done. CWT organizes itself around Traveler Services and Program Services, with a variety of products and services tailored to the specific needs of our travelers and travel buyers.

#### Traveler Services

Ensuring travelers receive the support they need to be productive and safe during their trips.

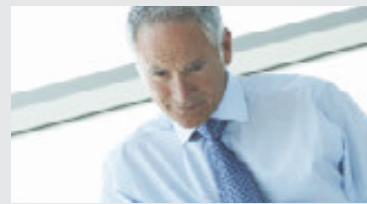
#### Program Services

Giving travel buyers access to information and tools to quickly adapt to ever-evolving internal and external dynamics.



#### Dedicated sector: CWT Energy, Resources & Marine

Helping these industries' leading players get to and from their work sites safely and efficiently, with specialized assistance from professionals dedicated to this type of travel



### CWT Meetings & Events

Providing end-to-end solutions for any meeting or event imaginable - from creating a unique theme, to designing training sessions and team-building activities, we know how to tie it all together to produce the desired results.

#### Event Creation & Execution

Helping clients give recipients memorable experiences to deliver maximum value from every occasion.

#### Venue Sourcing

Entry point for many into Strategic Meetings Management; tackling efforts to deliver savings, decrease risk, and keep meeting planners focused on results.

#### Strategic Meetings Management

Assisting organizations holistically manage their meetings & events using best procurement practices while enabling planners to deliver unique meetings & events that fulfill business objectives.



Safety and Security

## CHAPTER 2

### **CWT Voted “Most Admired Travel Management Company” by Readers of *The Beat***

In September 2012, CWT was again named the “Most Admired Travel Management Company” by readers of *The Beat*, a leading online industry publication. This was the third consecutive time and fourth overall that CWT received the award.

*The Beat* Readers’ Choice Awards, presented during *The Beat* Live conference, are based on a survey asking readers from around the world to select the company they most admire for its policies, management style and service to business clients in various supplier segments.



### **CWT wins TTG Travel Award for Best Corporate Travel Agency in Asia-Pacific**

In October 2012, CWT was awarded the prestigious title of “Best Corporate Travel Agency 2012” in the TTG Travel Awards for 2012. This is the third time that CWT has received this award over the past decade.

The announcement was made at the 23rd Annual TTG Travel Awards Ceremony & Gala Dinner held in Bangkok, Thailand. Since 1989, the annual TTG Travel Awards have recognized the best of the Asia-Pacific travel industry. The awards, organized by TTG Asia, honor top-performing organizations that have consistently proven to the industry their commitment to service excellence.

CWT’s Partner in the Philippines, Rajah Travel, was also a winner, recognized as the Philippines’ Best Travel Agency.



# CHAPTER 3

## Ethics, Compliance, Data Protection

Our commitment to ethical business practices

Code of Business Ethics and Conduct

Prevention of corruption and anti-competitive practices

Global data protection and privacy program for processing travel data



## CHAPTER 3

### Our commitment to ethical business practices

### Code of Business Ethics and Conduct

### Prevention of corruption and anti-competitive practices

### Global data protection and privacy program

# Our commitment to ethical business practices

**Through internal ethics & compliance programs and policies, as well as external advocacy by joining internationally-recognized initiatives, CWT seeks to ensure the company consistently conducts business in an ethical way.**

**T**he CWT compliance management system is designed to prevent and detect violations of law, regulations and company policy and to promote an ethical business culture across the organization. To bring these goals to life, CWT has implemented a comprehensive Ethics & Compliance program that is consistent with best practice standards and evolving legal requirements.

Our Ethics & Compliance management system includes but is not limited to:

- ▶ A compliance governance structure, with senior management involvement and oversight
- ▶ Policies and procedures that address specific areas of concern
- ▶ Dedicated compliance oversight functions and staffing
- ▶ Multi-faceted training and education programs
- ▶ Multiple compliance communication mechanisms, including, where allowed by laws and regulations, an anonymous ethics and compliance reporting system dedicated to CWT's business
- ▶ Targeted, risk-based compliance monitoring and auditing
- ▶ A protocol for responding promptly to detected problems and implementing corrective action



***It all starts with integrity. We will succeed only if we do what we promise, do what is right, and we are open, transparent, and trustworthy. It's very important to me personally that everyone in the company understand that the first principle is to do what is right; everything after that will fall into place.***



Douglas Anderson, President and CEO

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### ✓ 2012 Achievements

- ▶ Nomination in March 2012 of a Global Compliance Leader responsible for the design, implementation and oversight of CWT's compliance program.
- ▶ Launch of process to assign regional heads of compliance.
- ▶ In 2013, employees will have Code of Business Ethics & Conduct Overview training available in 8 languages, with the objective to achieve 100% completion by July 2013.
- ▶ We joined TRACE International in June 2012. TRACE International is a non-profit membership association that pools resources to provide practical and cost-effective anti-bribery compliance solutions for multinational companies and their commercial intermediaries.
- ▶ An internal survey shows that, as of May 2012, 98% of employees worldwide had reviewed CWT's Code of Business Ethics and Conduct. As part of our continuous improvement efforts, in 2013 the Code of Business Ethics and Conduct acknowledgment will be part of the training on the Code.



*A Corporate Compliance program serves as the backbone to a corporation's overall integrity. The program helps to detect and prevent violations of law, respond to potential issues, proactively deter problematic behaviors and actions, as well as reduce the likelihood of unethical activity by employees, partners, contractors, officers and directors.*



Lisa Beth Lentini, Vice President  
Global Compliance

### Key compliance areas

- ▶ Code of Business Ethics and Conduct
- ▶ Anti-bribery/Anti-corruption
- ▶ Trade sanctions
- ▶ Anti-money laundering
- ▶ Payment Card Industry compliance
- ▶ Data privacy
- ▶ Competition/Anti-trust laws
- ▶ Whistleblower reporting
- ▶ Gifts, hospitality and entertainment
- ▶ Anti-fraud

## CHAPTER 3

Our commitment to ethical business practices

### Code of Business Ethics and Conduct

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# Code of Business Ethics and Conduct

**T**he *CWT Code of Business Ethics and Conduct* serves as the cornerstone of the company's Ethics & Compliance program and establishes the company's core values, ethical standards and expectations for its employees. "Since its inception, Carlson Wagonlit Travel has earned an excellent reputation based on high standards of business ethics and conduct. The *CWT Code of Business Ethics and Conduct* serves as a useful reference to maintain these principles and guide us when the right choices aren't clear," says CWT President and CEO Doug Anderson. "Every member of the CWT Board of Directors and the global leadership team is fully committed to conducting CWT's business in accordance with the Code and in helping to set the tone for our company. We are all individually responsible for following both the Code and CWT policies."

The *CWT Code of Business Ethics and Conduct* provides the principles and policies that govern numerous ethical and legal issues. These range from legal and financial integrity to conflicts of interest, confidentiality and data protection/privacy, employee and client relations, suppliers, competitive practices, environment, prevention of corruption, and guidelines on corporate gifts. All employees are expected to understand and act

in accordance with the spirit of the Code. The Code also prohibits retaliation against any employee who in good faith reports suspected violations.

The Code has been translated into 22 languages and is posted on our Intranet site, which also provides links to additional resources. The Code is posted on our global website in English for external review. All employees worldwide

are required to review the Code of Business Ethics and Conduct and acknowledge their review and agreement to abide by its terms. Understanding of the Code is further reinforced through mandatory Ethics and Integrity Overview training as well as other specialized training in key compliance areas. In 2013, we intend to offer all of our global employees Code of Business Ethics and Conduct Overview training.



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# Prevention of corruption and anti-competitive practices

**C**WT condemns corruption in all its forms and does not tolerate it in its business or in those it does business with. From the confines of our working environments, it is sometimes difficult to grasp the scale of the damage that bribery does to societies. It is not a victimless crime; far from it:

CWT has designated anti-corruption as one of its highest compliance priorities. The Anti-corruption Compliance Program focuses on ensuring employee awareness of and compliance with applicable anti-corruption laws and company policies. The program’s key elements include:

- ▶ Ongoing legislative/regulatory monitoring
- ▶ Regular training of employees and intermediaries
- ▶ Annual program self-assessment with related enhancement plans
- ▶ Annual compliance risk assessment and audits with related mitigation plans
- ▶ Regular status reporting to senior management and the Board of Directors.



WE SUPPORT  
ANTI-CORRUPTION  
Principle 10



*Corruption ... undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security to flourish. This evil phenomenon is found in all countries - big and small, rich and poor... corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government’s ability to provide basic services, feeding inequality and injustice and discouraging foreign aid and investment. Corruption is a key element in economic under-performance and a major obstacle to poverty alleviation and development.*



Kofi Annan, Former UN Secretary-General  
(UN Press Release, “Secretary-General lauds adoption by General Assembly of United Nations convention against corruption”, Oct. 31, 2003)

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### International industry initiatives

**O**ur membership in TRACE International helps ensure that CWT's anti-corruption policies and practices meet generally accepted best practice standards. TRACE International, Inc. is a non-profit membership association that pools resources to provide practical, cost-effective anti-bribery compliance solutions for multinational companies and their commercial intermediaries, such as sales agents and representatives, consultants, distributors and suppliers. For CWT, it provides a valuable resource to aid in continuing to improve our corporate compliance efforts. Through our membership, we are learning more every day about how to work collectively towards the global elimination of bribery.

#### TRACE International

- ▶ Provides local legal resources, including country-specific Gifts & Hospitality Guidelines and examples of best practices
- ▶ Multilingual on-line and in-person anti-bribery training program for member company employees
- ▶ Gifts & Hospitality Tracking software



### UN Global Compact

**C**WT signed the United Nations Global Compact in 2012. The world's largest corporate citizenship and sustainability initiative, the Global Compact commits its members to 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption. Regarding corruption, the Global Compact tenth principle stipulates that "Businesses should work against corruption in all its forms, including extortion and bribery."



### Industry associations

**C**WT subsidiaries actively participate in numerous national industry groups. On a corporate level, the company sponsors the Global Business Travel Association (GBTA, formerly NBTA), in all regions worldwide. The world's premier business travel and meetings organization, GBTA provides its network of 21,000 business and government travel and meetings managers, as well as travel service providers, with networking events, news, education & professional development, research and advocacy. To bolster legal efforts to ensure ethical travel industry practices on a worldwide scale, several members of CWT senior management joined IFTTA, the International Forum of Travel and Tourism Advocates, in June 2012.

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# Compliance tools

**C**WT policy requires 100% integrity in all business practices. All employees must comply with applicable legislation, regulations and company policies. All identified compliance violations are addressed swiftly, consistently and fairly.

The CWT global compliance management system is supported by an underlying corporate culture of integrity where every individual plays a key role in maintaining high standards of ethical conduct. Responsibility is clearly assigned for designing the compliance program, implementing program elements consistent with business needs and ensuring overall accountability for program results across the business.

CWT compliance policies and procedures define acceptable and prohibited behaviors and provide employees with access to resources available to help them behave in a manner consistent with the company's values (see pages 8-9). Key policies are reviewed periodically and revised as needed to address changes in law and/or the prevailing business environment.



*Integrity is doing the right thing even when no one is looking. By doing the right thing, we build upon a culture of integrity that will be acknowledged by our clients, suppliers and employees.*



Jerry Hogan, Executive Vice President & General Counsel

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### Compliance governance structure

The CWT global compliance governance structure identifies responsibility for designing the compliance program, implementing program elements consistent with business needs and ensuring overall accountability for program results.

### Business Conduct Council (BCC)

The Business Conduct Council is the key compliance governance body within the company. It was created in 2012 to establish and assure implementation of high ethical standards and business conduct practices at CWT as well as ensure compliance with applicable global regulations company-wide.

The BCC is responsible for convening thought leaders in the company to strategically address compliance and ethics issues throughout the organization. It ensures management alignment and ultimate accountability for the development, implementation, and management of compliance best practices. In this way, the BCC supports management's commitment to sustain the highest level of trust with our customers and promote legal compliance and high ethical standards throughout the company. The BCC meets every other month in advance of Board meetings.

#### BCC membership

- ▶ President & CEO (Chairman of the BCC)
- ▶ EVP & CFO
- ▶ EVP & General Counsel
- ▶ Global Compliance Leader
- ▶ Internal Auditor
- ▶ EVP, Global HR
- ▶ EVP Traveler & Transaction Services
- ▶ EVP & CIO
- ▶ EVP, Global Marketing & Enterprise Strategy
- ▶ Regional Business Leaders
- ▶ Global Responsible Business Leader

#### Key Business Conduct Council responsibilities

- ▶ Awareness, support in implementation, dissemination and promotion of the company's overall compliance programs, policies and procedures;
- ▶ Collaboration in responding to material reports or inquiries from government or regulatory agencies;
- ▶ Review of complaints received from internal and external sources, including the Ethics Helpline;
- ▶ Approval of new policies, procedures, and versions of the Code of Business Ethics and Conduct;
- ▶ Annual assessment of the state of compliance and ethics within the organization; and,
- ▶ Members shall also carry out such other duties as may be required from time to time.

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### Global compliance leader

The Global Compliance Leader, a position created in 2012, is responsible for the design, implementation and oversight of CWT’s compliance program with ethical business practices and legislation, including, for example, anti-corruption, anti-money laundering, trade sanctions, competition laws, travel regulations and other laws and regulations to which CWT is subject, as well as CWT’s Code of Business Ethics and Conduct. The Vice President ensures that CWT’s compliance program meets or exceeds applicable legal and regulatory requirements to enable CWT to grow and continue to serve customers in a prudent and responsible manner.

The Global Compliance Leader is responsible for ensuring that CWT’s operations are consistent with a culture of integrity and for supporting and overseeing the global CWT Compliance Management System. The Global Compliance Leader and the General Counsel present the status of the company’s Ethics & Compliance program to the Board of Directors at every regularly scheduled board meeting.

### Regional compliance

In addition to the Global Compliance Leader, four full-time Regional Compliance Directors are being appointed to oversee and reinforce compliance policies in each of the company’s three regions. These Regional Compliance Directors work closely with the Global Compliance Leader and the compliance organization, as well as with Corporate Audit Services and the Legal Department, to deploy CWT’s Compliance program within their regions.



### CWT Ethics Helpline

The ability of employees to raise ethical questions and concerns without fear of retaliation is critical to the success of CWT’s Compliance Management System. In accordance with local regulations and requirements, employees may use the company’s global Ethics Helpline to report compliance issues, concerns, violations or suspected violations of law or company policy. The Ethics Helpline is available to all employees 24/7. Our “no retaliation” policy prohibits retaliation against employees who report suspected violations in good faith.

The Ethics Helpline is also available for external parties to report suspected issues to the company, with Helpline numbers available on the company intranet and external websites. The CWT Ethics Helpline is operated by The Network, a third-party vendor.





## CHAPTER 3

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## Education & training

**O**ur compliance training program is designed both to educate employees about their personal and professional responsibilities under the Code of Business Ethics and Conduct and to instill an ethical culture and a commitment to the highest levels of business conduct. The training program provides general background covering major compliance and ethics areas to all employees and specialized training to target audiences based on job function. CWT has heightened its focus on middle management through enhanced communications and targeted training designed to enable supervisors to be more effective compliance role models and ethical leaders.

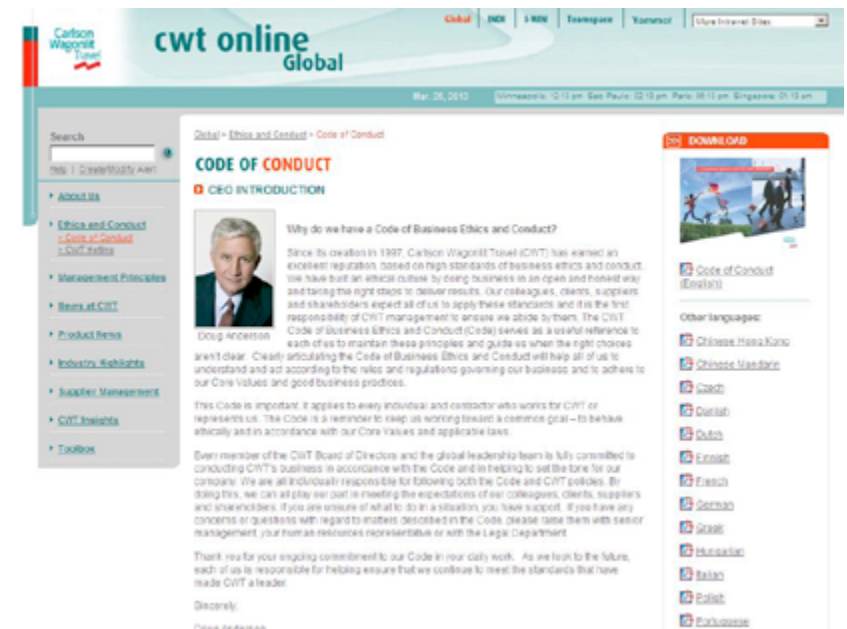
New senior managers within the company are assigned the CWT Senior Leadership Integrity Webinar. The on-line training session focuses on such key areas as financial integrity, legal integrity, ethical decision-making and reporting expectations. In addition to legal and financial aspects, the session underlines how ethical behavior cultivates teamwork and productivity and promotes a positive image to employees, suppliers and shareholders.

Beginning in 2013, the Global Leadership Conference will incorporate key compliance and ethics messaging for senior leaders within the company. These live, interactive sessions will complement the existing on-line training, in-person training, and regular communications about compliance and ethics.

All employees will be taking the Code of Business Ethics and Conduct training to support training received to date.

## Internal communications

**M**any of CWT's most-important compliance messages to employees – including compliance alerts, messages and articles – are posted and available on the company's intranet. A robust communication campaign will further reinforce the visibility of the entire Ethics and Compliance program and help develop employee awareness. Periodic postings on the company's Yammer social network also strengthen employee engagement in an ongoing internal compliance and ethics dialogue.



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# We are committed to protect the personal data of our clients' travelers

## *CWT global data protection and privacy program for processing travel data*

To provide business travel and meetings and events services to its corporate clients, CWT receives individual data from the client's travelers. For instance, CWT holds traveler data in the database of *CWT Portrait*, *CWT Program Management Center* and other global products, as well as its back-office systems.

Laws known as "data protection" or "data privacy" seek to safeguard individual data and create obligations for the collecting and processing of personal data. By collecting and processing traveler data for purposes of making travel reservations, CWT must therefore comply with these data protection/privacy laws.

CWT has had a Data Protection and Privacy Program for over a decade (see pages 27-28). The program is reviewed on a regular basis to reflect changes in the law and in internal processes at CWT. The cornerstone of the program is the *CWT Data Protection Policy*, published on the CWT global website.

There are over 60 countries with data protection/privacy laws. CWT must take into account, in particular, the provisions set forth in the US Safe Harbor regulations, the Directive of the European Commission, the Indian Privacy Rules, and the laws of Brazil. Other countries, such as Singapore, are enacting new data protection acts. Because of changes in existing laws and introductions of new laws, CWT regularly reviews its Data Protection and Privacy Program.



Benedicte Bayi, Vice President & Assistant General Counsel

***CWT has had a Data Protection and Privacy Program for over a decade. The program is reviewed on a regular basis to reflect changes in the law and internal processes at CWT. The cornerstone of the program is the CWT Data Protection Policy, published on the CWT global website.***

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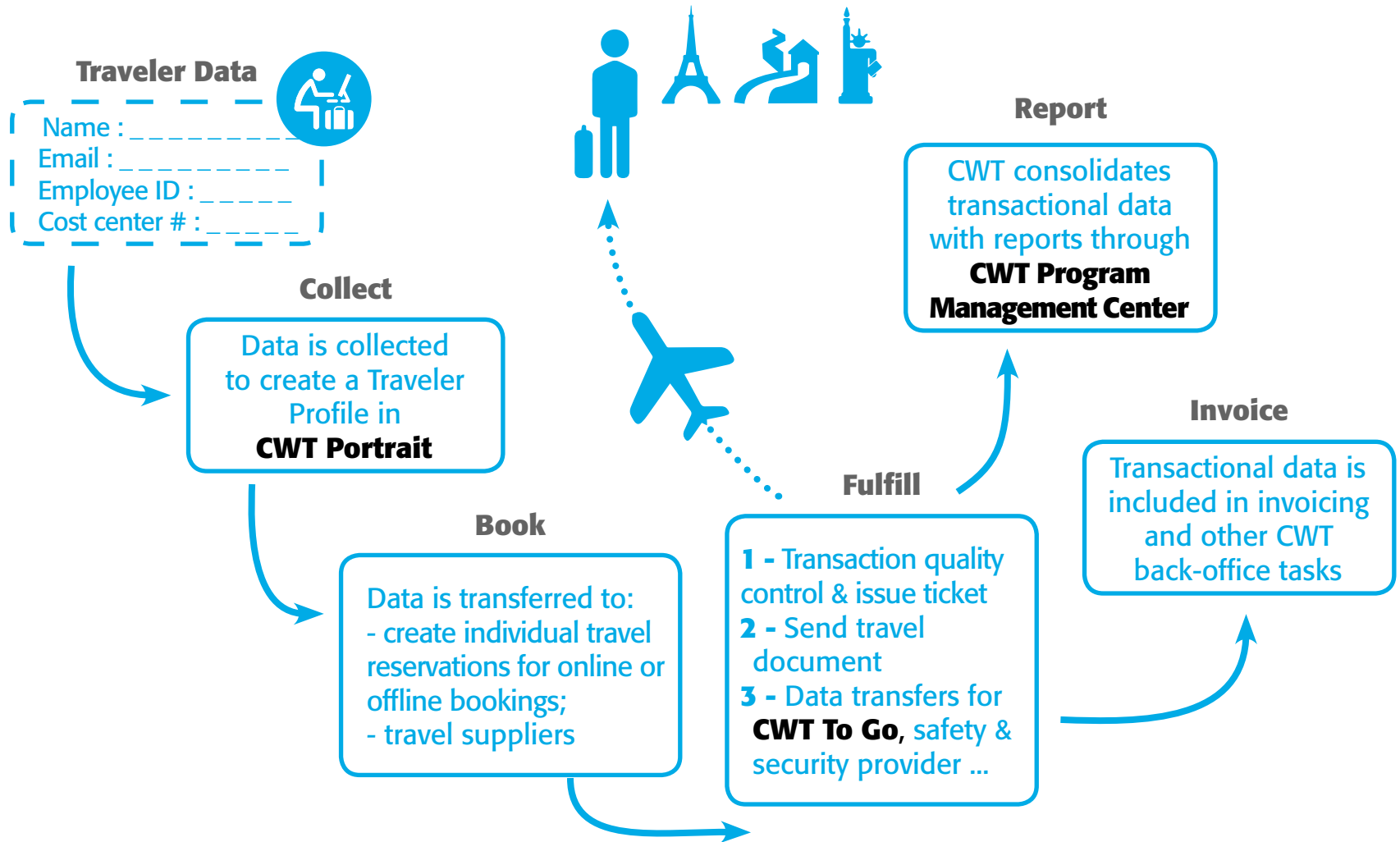
Code of Business Ethics and Conduct

Prevention of corruption and anti-competitive practices

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## Data follows the trip and the traveler

Every step of the travel process involves personal traveler data. CWT creates flows of personal traveler data in collecting the personal data, booking the trip, transferring the data to third parties, issuing the tickets and fulfilling, reporting on the travel spend and invoicing the trip. In doing so, CWT takes measures to store, secure, and delete the data.



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# 5 measures of the CWT data protection program

### 1 - INFORM INDIVIDUALS

#### Data protection/privacy policy

Last revised on 31 May 2012 (to include a revision for the US/Swiss Safe Harbor certification), the policy is published on the CWT global website. The policy informs travelers about how CWT collects, processes, stores, transfers and deletes personal data in the travel management process.

### 2 - PROTECT DATA

#### Information security policies & standards

CWT has information security measures in place to protect data from unauthorized disclosure. These policies and standards are available on the CWT intranet for Information Security.

### 3 - GIVE ACCESS

#### Data protection/privacy officers /representatives

Travelers access their data in the profiles on *CWT Portrait* to update their data. CWT has appointed country representatives who may also be data protection/privacy officers.

### 4 - NOTIFY AUTHORITIES

#### Data protection/Privacy notifications

In certain countries, CWT notifies data protection authorities about the nature of the data processing that CWT provides both to its corporate clients as well as to its own staff. To store the personal data of travelers in data centers in the US, the US affiliates of the CWT group are Safe Harbor-certified.

### 5 - AGREEMENTS

The agreements with CWT clients typically include data protection and privacy measures. Clients must authorize CWT to transfer personal data to client's suppliers. Prior to data transfer to other third parties (except travel suppliers such as airlines, computer reservation systems [GDS], hotels), the third parties must sign data transfer agreements to protect the personal data received and comply with applicable data protection and privacy laws.





# CHAPTER 4

## **Human Resources**



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Communication, employee dialogue and employee engagement

Diversity and equal opportunity

Talent acquisition

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**As a provider of services, CWT recognizes that the quality of the services it delivers to customers depends on the will and ability of its people to satisfy customer needs and expectations. Because the sustainability of the company's success depends so heavily upon its people, CWT Human Resources strategies and programs represent the foundation for the company's approach to Responsible Business.**

# CWT core values

## Core values guiding CWT

**C**WT has about **20,000 employees** in more than **150 countries**, but we all have one thing in common: the **core values** which are at the heart of everything we do. The core values, along with our Code of Business Ethics and Conduct, guide how we **work**, the **choices** we make, the **relationships** we nurture and the **responsibilities** we carry out every day.

### Customer Care

Putting the needs of clients first and striving to continuously provide an outstanding level of service.

### Commitment to Excellence

Continuously seeking higher levels of performance.

### Cultural Diversity

Fostering respect and a team spirit in the workplace, embracing and leveraging the multicultural essence of the company, and providing equal opportunities to talented individuals.

### Reliability

Being a dependable and trustworthy business partner, committed to offering industry-leading products and services.

### Entrepreneurial Spirit

Approaching new challenges with creativity, resourcefulness and agility, reacting quickly and effectively to provide innovative solutions.

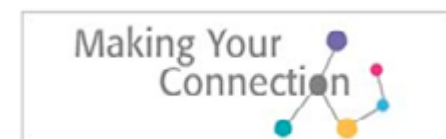
### Integrity

Building productive, longstanding relationships by being truthful and promoting open communication.

## Values day

**B**ecause CWT has a strong set of values, the company constantly endeavors to enhance the ways in which all employees understand and integrate them into their daily work. Paramount among these efforts is CWT's annual Values Day, which creates an occasion to increase awareness of the CWT core values among employees, understand what employees think about these values, and stimulate a dialogue on how well we are living them.

In 2012, Values Day was designed as "an inspiring conversation," providing an opportunity for employees to share experiences and viewpoints and to acknowledge those people who bring the core values to life each day at CWT. The goal was to focus in particular on helping colleagues connect to the core values on a personal level and recognizing individuals who exemplify them. The wide variety of events organized at 350 CWT sites around the world was tied together under the *Making Your Connection* theme.



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## Living our values

**A**s part of this year's Values Day celebration, more than four dozen submissions were made to "Living Our Values," a contest to highlight knowledge of the core values and outstanding examples of how CWT employees embody them in their daily business lives. As part of the contest, employees were invited to submit photos or videos, poems or stories, or produce art or use their own creative idea to demonstrate what the values mean to them or how they or their team are living them.

"Living Our Values" was part of a Yammer Values Day campaign that included creation of a CWT Values Yammer group and a live global chat session (Yammer is our internal social media platform). Some 300 Yammer messages were exchanged among group members in conjunction with Values Day in 2012. Following the events, a survey was sent to capture main learnings from the site meetings.

The success of Values Day 2012 confirmed the widespread interest in CWT's core values demonstrated by employees worldwide during the previous year's events. The vast majority of CWT's 20,000 global employees participated in Values Day 2012 events. Integrity was cited as the company's principal value, at the heart of everything we do and setting the framework for the other values.

### Bringing the UN Global Compact to life

To highlight the importance of CWT's recent signing of the United Nations Global Compact initiative, managers explained how the Global Compact's Ten Principles relate to the company's core values during Values Day 2012. They underlined that the UN Global Compact and its Ten Principles not only support our Responsible Business strategy, but also complement the CWT core values that guide our conduct every day.

See page 7 of this report dedicated to the UN Global Compact.



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# Communication, employee dialogue and employee engagement

## A comprehensive approach to internal communication

**CWT’s approach to internal communication aims at ensuring that all CWT employees are engaged in relevant, interactive and personalized company communication. The approach strengthens connections among all employees to help drive engagement and alignment.**

**T**he approach focuses in particular on several key areas: continually informing all employees about what is happening at CWT and in the industry; ensuring employees have a voice through multiple channels including the employee engagement survey and CWT’s social media platform; and helping the company’s approximately 2,200 “people managers” become more effective communicators who facilitate employee dialogue and adapt key messages to local issues and environments.



***The communication team is constantly searching for ways to ensure employees at all levels of the organization have a voice, actively drive CWT’s goals and remain energized. Our goal is to ensure everyone at CWT is informed, engaged and inspired for success.***



Tom Scott, Senior Director, Global Employee Communication



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## Fostering dialogue

Communication at CWT focuses both on team members and team leaders as critical audiences for nurturing a company-wide dialogue. This involves evaluating managers' communications skills and providing training and timely access to information, to enable them to communicate effectively and add pertinent local context.

A community of managers has been created, along with a direct, regular outreach vehicle and a Yammer group for conversation and sharing of best practices. Managers have also been provided with a framework to structure and formalize their communication as well as guidelines, materials and regular opportunities for team discussions.

Major internal events have provided the CWT internal communication team with opportunities to support managers in conversations with their teams such as the release of CWT's *New Heights 2015* strategy and Values Day 2012 (see p. 30).

### Reaching out to managers

Launched in April 2012, Nexus is a monthly on-line publication designed especially for CWT's 'people managers.' In addition to information on how to become a more effective communicator and leader, Nexus provides access to best practices, tips and templates that managers can use in their day-to-day dialogue with members of their teams. Created at the same time, the Yammer NEXUS group is a platform providing access to all documents and a way to exchange ideas with other managers.

## Social dialogue in Europe

CWT promotes social dialogue with staff representatives, where applicable. Topics vary from negotiating agreements on improving work conditions and health & safety, to discussing about reorganization, compensation & benefits, company strategy, and ethics & compliance policies. Creation of new initiatives such as work-from-home (on a case-to-case basis, or when and where applicable) are also discussed.

In Europe, for example, and in accordance with the European Directive EC 2009/38 of 6 May 2009, a Special Negotiation Body (SNB) has been temporarily created to negotiate about an agreement to establish a standardized process for dialogue with employees within the company.

Given CWT's workforce in each European country, the SNB is made up of 26 members representing Austria, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Romania, Spain, Sweden and United Kingdom.

The first meeting between the SNB and CWT Central Management was held on February 29, 2012 in Amsterdam. The outcome of this first meeting was an agreement and adoption of internal rules and policies of the SNB by its members.

## Reaching travel counselors

The company's networks of communicators continually work with managers and leaders to address the specific communication needs of travel counselors who account for over 60 percent of the total CWT workforce. By cascading information throughout the organization, CWT ensures travel counselors remain up-to-date and engaged during such events as team meetings and via printed or posted notices and email.

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### *Providing a consistent framework for communication*

**C**WT's approach to communication is based on consistent communication practices throughout the company via a network of communicators and direct communication to employee groups, to ensure all employees have an appropriate level of knowledge of CWT, its business and industry.

The framework provides multiple information channels for employees while providing managers with content and tools for meaningful dialogues with employees. The company's annual employee engagement survey and its evolving array of internet tools and actions further contribute toward creating coherent, consistent communication.

#### **Key 2012 achievements**

- ▶ Global Leadership Conference to ensuring cascade of key strategic messages
- ▶ Launch of *New Heights 2015* strategic plan with widespread communication reaching all levels of the organization
- ▶ Quarterly Leadership Calls for top 400 CWT leaders
- ▶ Monthly manager-specific outreach – NEXUS - launched
- ▶ Manager-specific social media platform (NEXUS group in Yammer)
- ▶ Ongoing education and best practice sharing through Yammer

### *Communication training*

**T**he company is launching classroom or online training sessions and best practice sharing for people managers to ensure that they have a minimum of training on how to be effective communicators in a global environment, often with geographically dispersed teams.

Communication training focuses on such topics as communication principles, gap analysis, building a communication plan, communicating in a global and geographically dispersed environment and practical guidelines for effective communication. Managers are expected to create and execute an annual communication plan for members of their teams.

### *Employee voice through social media*

**I**n a global, highly matrix organization such as CWT, it is important to foster 'the personal connection' with the company's goals. The more employees feel connected to strategic goals, the more likely they are to actively participate and prioritize those goals. Face-to-face meetings are the best way to establish relationships and we encourage those at CWT; however, it is not always possible to gather employees in one place. CWT's internal social media platform, Yammer, has had much success; today, CWT has over 10,000 employees using Yammer in over 800 groups.

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# Employee engagement

**Employee engagement is an integral part of CWT’s strategic priority around developing its people. It also supports the creation of an engaging environment and prompts people to “go the extra mile” to better serve customers.**

In the service industry, a highly engaged workforce will lead to highly satisfied customers, cutting-edge innovation, and enhanced productivity. Therefore, employee engagement is a strategic priority for CWT and an opportunity to differentiate CWT in a highly competitive market place. CWT strives to become the best workplace in our industry, enabling us to attract the right talent, retain and develop our people, and drive a culture of high performance. We define three drivers for Engagement, namely:

### 1. Relevance: feeling of belongingness and having a sense of purpose

- Defining and communicating a compelling strategic direction while creating a culture of respect, team work and high energy

### 2. Realization: striving for business results and personal development

- Encouraging people to go for best tangible results and to pro-actively deliver opportunities for development

### 3. Work environment: enabling work processes and supportive leadership

- Creating an easy-to-experience work environment with motivating leadership to enable success

CWT aspires to build a workforce that:

- Consistently **speaks positively** about the organization to co-workers, potential employees, and customers
- Has an intense **desire to be part of** our organization
- Exerts extra effort and engages in behavior that **contributes to business success**

Since 2009, CWT has installed a robust employee engagement process :

- Engagement survey
- Rigorous reporting
- Analyses of results
- Deep dives with focus teams
- Action planning
- Tracking & recognition

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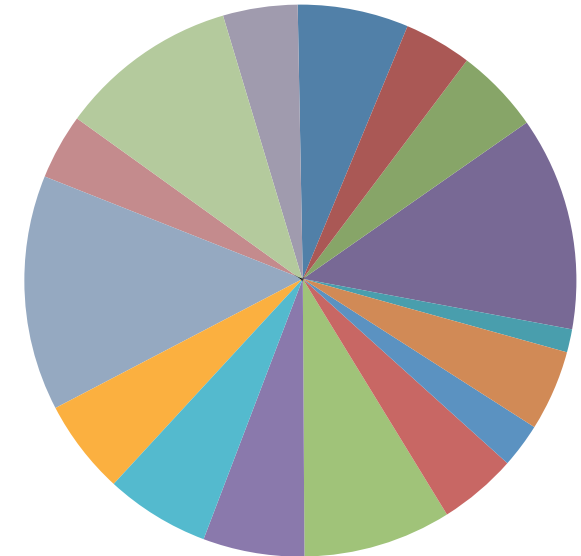
**C**WT has been measuring and analyzing the level of engagement of all its employees worldwide every year.

The company takes the survey very seriously; the overall objective is to raise employee engagement to high-performance level in all regions and functions. To ensure the accuracy and objectivity of the survey results, the confidentiality of individual answers is strictly guaranteed.

More than 90% of employees responded to the 2012 CWT Employee Engagement Survey, conducted in June. The results show very significant progress, as we are now closing the gap with global companies that have the highest levels of employee engagement. Overall, employee engagement improved by three percentage points in 2012 compared to the previous year.

The ultimate goal of the survey is to identify actions and initiatives that help make CWT a better place to work for all. Each year, action items are executed to address the results of the engagement survey. As of December 2012, 1,651 actions have been implemented throughout the company around the world. Progress of these action plans is monitored on a regular basis.

As of December 2012, 1,651 action items worldwide have been entered in the employee engagement action planning website



- Communication
- Immediate Management
- Company Image
- Job Satisfaction
- Customer Focus
- Leadership
- Development
- Performance Management
- Diversity
- Recognition & Reward
- Empathy & Respect
- Strategy & Direction
- Empowerment
- Work Organization
- Engagement
- Working Relationships

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# Diversity and equal opportunity

## Promoting diversity & inclusion

**In today's global environment, it is crucial to understand the diverse cultures, customs and needs of employees, customers and regional markets. As a global enterprise, CWT seeks to ensure that its employee body reflects the diversity of its business environment.**

**W**ith 20,000 employees representing about 100 nationalities, CWT benefits from employees of all ages, all walks of life and diverse backgrounds. This rich tapestry enables each member of the CWT team to develop new ways of looking at issues and contribute innovative ideas and creativity.

CWT's Code of Business Ethics and Conduct clearly confirms our engagement to recognize and respect the diversity of people and ideas, and to ensure inclusion and equal opportunity.

As one of CWT's global six core values for all employees, diversity - and by extension, inclusiveness - are central to how CWT and our employees conduct

business every day. This guiding principle includes fostering respect and a team spirit in the workplace; embracing and leveraging the multicultural essence of the company, and providing equal opportunities to talented individuals.

This is also reflected in our recruitment processes, which help to ensure the highest quality choices and adhere to all local regulations. They also respect company policy regarding non-discrimination, equal opportunity and recruitment by competency.

CWT actively promotes diversity, inclusion and equal opportunity for all. The company aims to offer equal access to job opportunities and job training.

On Yammer, we have a Diversity & Inclusion group which is open for anyone to join.



***CWT's cultural diversity is anchored in one of the things that our employees do best: respecting each other. This strong sense of mutual respect is a key characteristic of CWT. We embrace all nationalities, cultures and styles and more. Our strong sense of mutual respect combined with the international nature of CWT makes cultural diversity a true asset.***

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

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## Examples of initiatives

To connect, CWT's workforce must mirror its customers. CWT recognizes the right of everyone to work in an environment where individual dignity is respected, and will not condone any form of discrimination or harassment. It is CWT policy to take disciplinary action against the offending party. Everyone in CWT is responsible for putting the diversity policy into practice and everyone is required to act responsibly to ensure a pleasant and inclusive working environment free of discrimination or harassment.

### Asia-Pacific

The company's diversity policy is available to all employees in Asia-Pacific through the CWT intranet. The policy's key message is strongly underlined: "CWT's strength is the diversity of our people. Each employee is recognized as an important member of our worldwide team. We respect the rights and dignity of all employees." This is also the region where 33% of the senior leadership team is female.

In addition, Asia-Pacific started its own Diversity and Inclusion Council in August 2012 with 20 members representing all countries across the region. Three areas were identified as key areas for the Council to address, namely: Community Service, Education, and Diversity & Inclusion. Some of the activities scheduled in 2013 at country level include:

- ▶ "Cultural Ambassador" featuring a team member to share their culture and background.
- ▶ Partnering with clients to speak to employees about diversity.
- ▶ "Best I Can" event where team members share their skills on photography, tour writing, and music.
- ▶ Organizing forums and support groups for first-time and/or single parents.
- ▶ "54 minorities", to introduce minority nationalities within CWT China, including traditional dress, typical food, customs and habits.
- ▶ The Australia / New Zealand office is organizing "Diversity & Inclusion Day" on May 21st to coincide with the "World Day for Cultural Diversity for Dialogue and Development". This will include foods from different countries as well as team members wearing their national dress.

### Europe, Middle East, Africa

For example, the CWT Equal Opportunities policies in the UK and Ireland, available on the intranet, support the CWT core value of Cultural Diversity. As stated in the policy: "procedures for recruitment, selection, training and development and promotion are designed to ensure that no person receives less favorable treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation."



**At CWT, employees are recruited, selected, developed and advanced based on merit irrespective of race, color, religion, gender, age, national origin, sexual orientation, identity, marital status or disability. It is important for us to have employees that reflect the different cultures and clients we serve to create that point of difference in the marketplace.**

Kai Chan, APAC Diversity & Inclusion Council Executive Sponsor; General Manager, Southeast Asia

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### The Americas

In the U.S. CWT established its Diversity and Inclusion (D&I) Council in 2007 to ensure diversity and inclusion as a foundational part of CWT's culture. To show its commitment to this program, the D&I Council formalized its goal into the following Vision and Mission statements:

▶ **Vision** - Enable CWT to be a global leader in the travel industry by leveraging diversity as a means of maximizing business potential for our employees and business partners

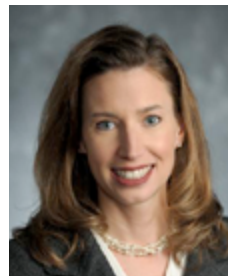
▶ **Mission** - Increase visibility and awareness of our diversity strategy within CWT to our employees, clients, and vendors through our communication, programs, and actions

With more than 20 volunteers representing many levels and functions throughout the organization, the Council is organized into several sub-teams focused on specific priorities and initiatives. Examples of these include:

- L.U.N.A (Latinos Unidos Network Association)
- G.E.T (Generational Excellence Team)
- GLBT (Gay, Lesbian, Bisexual and Transgender)

### Supplier diversity

CWT recognizes the importance of establishing a more formal supplier diversity program as a critical component for assisting our clients with the fulfillment of their diversity goals, and as an important way we can impact the success of diversity outside our own walls. To accomplish this, the Diversity and Inclusion Council is partnering with CWT's procurement department to drive progress on this front.



**Smart companies understand that a focus on diversity and inclusion produces tangible business results, whether it relates to attracting and retaining top talent or bringing different perspectives to business challenges. We want our employees to feel comfortable that they work in a multi-cultural environment and their skills and talents can be joined together to make our company a better place to work, ultimately making everyone more effective in this fast-paced company and industry. That's why I'm proud to lead the team of individuals at CWT focused on making diversity and inclusion more central to everything we do as an organization. Their efforts have a direct impact on CWT's overall success.**

Sara Lissick, Diversity and Inclusion Executive Sponsor & Chief Financial Officer, CWT Americas

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*Women@Work*

**T**he CWT *Women@Work* initiative was initiated in 2010 to further drive CWT's growth and market differentiation by creating a culture that leverages the unique strengths of both women and men in key leadership roles.

CWT and industry demographics drive a greater mix of women at entry level management, but the trajectory mirrors that of other companies as employees advance. In fact, as of end of 2012, women accounted for 44% of senior management (582 FTE), but 36% of N-2 (i.e. direct reports to Executive Team).

The effort to establish equal leadership opportunities for women within CWT is designed to support the company's business goals by taking into account the growing proportion of women among the company's client base. Women are key buyers or influencers in travel purchasing. In fact, 70 percent of CWT's key client contacts are women. While women account for only 30 percent of business travelers worldwide, the percentage of women travelers has been increasing steadily among younger generations. For example, women aged 24-to-34 account for more than 35 percent of business travelers worldwide.

*Ensuring an accessible workplace in France*

**I**n France, CWT takes a very proactive approach to the integration of disabled personnel. The company has been a member of *the Hangagés* corporate network supporting the disabled since 2009. And it also established in 2009 *La Mission Handicap*, an internal entity dedicated to promoting the employment of disabled people.

**La Mission Handicap**

*La Mission Handicap* was set up by CWT France to formally commit to reinforce recruitment, training and support for the disabled by ensuring that disabled employees benefit from easier workplace accessibility, workstation adjustments, telecommuting, and dedicated equipment and accommodation facilities.



As part of its commitment, CWT France has assigned 12 representatives to promote *La Mission Handicap* internally and has recruited 36 disabled employees between 2009 and 2012. Disabled members of the CWT workforce benefit from appropriate chairs, large computer screens, software for those with impaired vision and equipment for the hard-of-hearing. The company has also worked together with various non-profit organizations and participated in many forums focusing on the disabled. Moreover, CWT France has signed an agreement with social partners, which further formalized its commitment in this area for three years (2011-2013).

In addition, CWT France is committed to favor outside suppliers whose workforce consists of at least 80 percent disabled people, for such services as printing of communications materials, catering and paper/cardboard recycling.



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# Talent acquisition



**To succeed in our New Heights 2015 global ambition, which includes attracting, developing, and retaining the right talent, we must ensure our recruitment efforts successfully identify candidates who will align with and strengthen our unique culture. These talented new employees will help us achieve our vision to be the employer of choice in our industry.**

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



CWT aims to be perceived as a great company to work for, and as an employer of choice, if not the employer of choice, within the industry. To advance that goal, the company's human resources function has focused in particular over the past 18 months on clarifying the company's identity, to ensure that new employees have a clear definition of what to expect when they join. Thanks to this effort, management

has identified the key attributes that contribute to CWT's unique culture and values and how they can support recruitment.

Building on the work achieved to date, human resources specialists are now defining ways to ensure that new hires not only align with CWT's culture and values but have the capability to strengthen them. This effort involves all HR professionals within the company, but especially CWT's roughly 2,000 hiring managers.

## My Journey. My CWT.

At CWT, we have a unique and compelling culture as an employer. One that is defined by our people, supported by our core values, and one that is important to build upon to become the employer of choice in our industry. Also, an effective employee experience improves employees' "discretionary" effort. Committed employees stay longer, perform better, and refer the company to prospective employees.

We all agree that our people are our competitive advantage. Attracting the right people to the business is a cornerstone of great recruitment. The CWT employer brand is as much about the employee experience as it is about simply attracting the right talent.

The *My Journey. My CWT* initiative, launched in 2012, then aims to drive employee attraction and retention and strengthen CWT competitiveness. The idea is to make the company's unique identity clear, especially to external audiences, by highlighting CWT's key attributes:

### Global Market Leadership

- #1 in its industry
- Global
- Strong reputation

### Strong Moral Compass

- Mutual respect
- Openness, integrity
- Employees treated as individuals

### Achievement through Collaboration

- Winning through collaboration
- Trust
- High quality co-workers

### Robust Development Opportunities

- Learn and grow
- Personal development

### You Drive Results

- Make a difference
- Involvement
- Voice your opinion

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*My journey. My CWT.* will help make these cultural attributes clearer and more visible to people who are thinking about joining CWT.

Our message is based on an overriding approach: at CWT, employees feel a genuine respect for one another, act with uncompromising integrity and feel proud of our global market leadership. Employees value working together, embrace opportunities for

continuous learning and have an intense desire to serve customers. The way that we will attract the right talent as part of our *New Heights 2015* global ambition will revolve around how our recruitment process is designed to identify not only the right skills and experience, but also the right “fit” culturally. This will enable us to identify people more likely to stay with the organization and deliver higher levels of performance.



## A global recruitment process

**To ensure that CWT’s recruitment process identifies the right skills and experience, along with the right fit culturally, the company has launched a new global recruitment process.**

**T**he global recruitment process aims at obtaining a level of recruitment quality that is the same across all countries we operate in. It is mainly based on our set of corporate values and has been recently organized and structured in a way that will enable all recruiters to

align recruitment with our strategic requirements. A specific tool kit has been created to ensure that recruitment fits within the five CWT Attributes that characterize our employer brand.

This global process focuses on three key stakeholders: the manager who recruits, the Human Resources

department point of contact, and the HR recruiter responsible for managing the recruitment process. Under the new process, which calls for more transparency and faster hiring, hiring managers will be more involved in recruitment.

The new process ensures that each stakeholder involved in the

process brings their specific added value. It requires all three main stakeholders to work together, bringing their unique skills and expertise to contribute to the success of the recruitment. Respect, communication and agreement are the foundations of a good partnership between all parties.

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# Human capital development

**To ensure that CWT’s growth remains sustainable over time, the company assesses skills and performance against constantly changing customer and market requirements. As the world’s leading travel management services company, CWT aims to reinforce its leadership role in every aspect of its business. Talent and performance development, as well as employee recognition, are critical to this goal.**

**T**he current emphasis on talent management within CWT aims at enabling the company to thrive in a more complex, more competitive environment while meeting growing employee expectations for a satisfactory work-life balance and meaningful jobs. The structured talent management approach will ensure that CWT has the leadership talent necessary to deliver against today’s strategies as well as the leaders needed for tomorrow’s business challenges.



***Talent Development is about how to bring the best out of people. With our talent management approach, we aim to make CWT more successful in business performance and to make employees more successful in their job by enabling them to unleash their potential.***



Mark Karelse, Vice President, Global Talent Management & Learning



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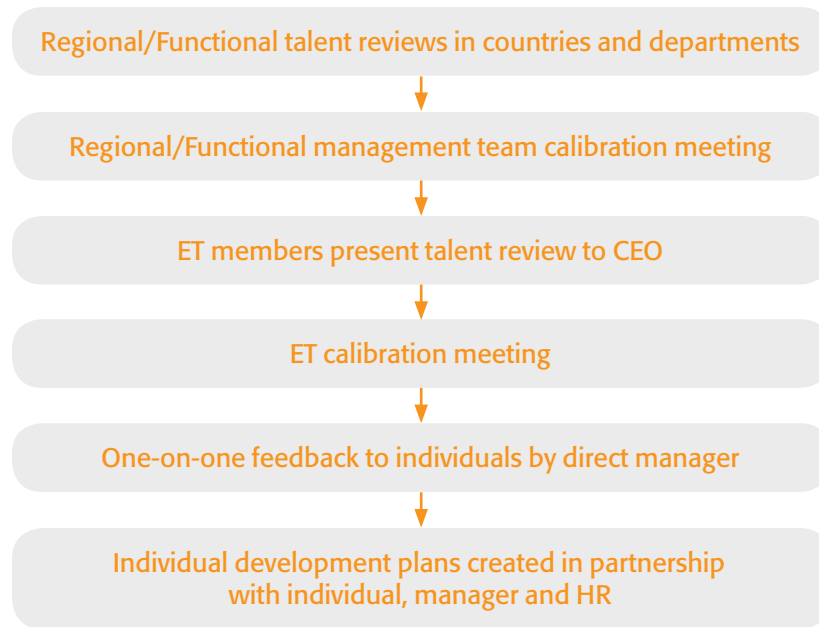
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# Talent management

### Talent review process

One of CWT's ambitions is to be a company that attracts, develops, and retains the right talent. As such, the company has integrated a talent review process into its talent management approach. As an example, below is the high-level process for N-4 to N-2:



N = CEO  
 N-1 = Executive Team (ET)  
 N-2 = direct reports of ET  
 etc.

### Talent assessment

Systematically, CWT also follows a philosophy for assessing potential using a 360-degree assessment. CWT believes that a proven track record and sustainable strong performance is *a sine qua non* to be considered as potential. In assessing potential, the company looks at three elements: ability to learn; result capability; and, ambition.



### 360° Assessment

360 is a mandatory activity once or every 2 years for everyone in the talent pool. It provides a basic input for performance appraisal.

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# Career development and succession planning



**Solid succession planning is a pre-requisite for building sustainable leadership bench strength. We are passionate about identifying and developing our own future leaders! Our global talent review process is an important enabler to give our people the opportunity to join the talent program, if they have the aspiration and the abilities.**



Mark Karelse, Vice President, Global Talent Management & Learning



# Learning & leadership development

**Carlson Wagonlit Travel is committed to providing learning solutions that enable employees to improve performance, adapt to change and achieve business results.**

Our collective success rests with our ability to grow leaders within our organization. "Critical leadership skills as with all learning needs continue to evolve and adapt in order to meet the constantly changing conditions and challenges of a global marketplace."



**We want to create really global leaders and to act as a global organization. So, all our learning and leadership development efforts are aimed at developing people to become truly global leaders by helping them learn how to manage diversity – what it means to do business in different organizations, in different countries with different regulations.**



Mark Karelse, Vice President, Global Talent Management & Learning

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## CWT University

CWT University is the newly globalized online Learning Management System (LMS) that puts all training content into one, easy-to-find place. It is the company's principal vehicle for training deployment, learning-related registration, tracking, and reporting. CWT University offers individualized learning tracks, enabling supervisors to create, monitor and manage these tracks to support individual career and development goals.

Through its varied portfolio of learning opportunities focused on CWT products, services and deliverables, CWT University helps field teams increase revenue and profitability, achieve team goals, diagnose clients' needs and position CWT in the best light, and more effectively sell to clients using value-based selling (VBS) to achieve sales/up-sell goals.

### Key CWT University features

- ▶ One centralized site for training content.
- ▶ The ability to push or assign specific curriculum to an audience.
- ▶ Catalog search capabilities, which makes course information easier to locate.
- ▶ Increased flexibility in timing and method of learning.
- ▶ Budget and schedule management to optimize use of limited training budgets and time.
- ▶ Reporting and tracking of learning history and progress.

## Leadership Compass

The Leadership Compass is designed to help us "navigate" what is most important to successful leadership at CWT worldwide. It is a guide to stronger results as an organization, as managers and as individuals. In line with this, five leadership success factors have been identified :

- ▶ Do What's Right
- ▶ Deliver Today
- ▶ Build for Tomorrow
- ▶ Inspire and Develop Our People
- ▶ Passion to Succeed

Our learning offerings are designed to develop the CWT leadership competencies described in our CWT Leadership Compass.



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# Traveler and Transaction Services Core Curriculum

**As the largest population within CWT, travel counselors play a key role in the company's overall performance. Launched in early 2012, the Traveler and Transaction Services (TTS) Core Curriculum is the company's first global training initiative covering all TTS employees worldwide. It provides a common foundation for employees, regardless of location, line of business, or service configuration.**

**T**he TTS Core Curriculum is designed to advance three goals: professional development, personal growth and competitive advantage.

The TTS Core Curriculum content consists of 50+ courses, rolled out in quarterly waves over 2012 and 2013. The first four waves, consisting of 31 courses, were launched in 2012. These included, for example, CWT at a Glance, Organizational Structure,, Operational Excellence Overview, Fast Track Overview and Carlson Hotels.

To ensure that travel counselors are continuously informed, updates and other details can be found and accessed through :



▶ CWT Online – a repository for all updates on the program, including a current list of available courses



▶ CWT University – where all the courses are hosted



▶ Yammer – a "TTS Core Curriculum" group has been formed in Yammer to serve as a forum for questions and discussion on the program



***The ultimate target is to have every TTS employee become a CWT Certified Travel Counselor with a 'Global Booking License.' The license reflects the counselor's enhanced capability to provide the best booking experience to CWT customers anywhere in the world.***



Berthold Trenkel, Executive Vice President, Traveler & Transaction Services

In 2012, CWT University and TTS Core Curriculum generated 19,000 users and 2,100 learning items listed in eight different languages, of which 475 e-learning modules are available.

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# Operational Excellence

**As a company, we are determined to meet travelers' expectations for a high-quality booking experience no matter where they call. The CWT Operational Excellence initiative focuses on driving the behaviors, processes and leadership that will ensure we have a sustainable future as the world's best.**

**O**perational Excellence is a formal program that analyzes processes, tools and people to ensure we deliver the most effective, consistent, pleasant experience to each traveler serviced. It is built around the idea of a *Model Business Travel Center*, an "ideal site" that serves as a benchmark for CWT global standards.

This end-to-end process analyzes everything from a site's staffing and leadership to its processes, training, performance management and measurement of client satisfaction. This underpins our ongoing pursuit of lower operating costs and increased customer satisfaction.



***The Operational Excellence program helps drive our high service quality. In 2012, 69 sites in the EMEA region participated. A phenomenal amount of work sits behind this; 3,000 members of the EMEA team are involved. This is about focusing on world-class delivery and establishing a consistent standard baseline of performance across all sites and all networks.***



Andrew Waller, President, EMEA and Global Partners Network

### Operational Excellence program goals:

- 1** **Building a world-class service delivery process**
  - ▶ Building the baseline & sharing leading practices
- 2** **Growing a culture of continuous improvement**
  - ▶ Our customers demand to be served by the best
- 3** **Reinforcing "working together" as CWT's way of life**
  - ▶ Providing assistance

### Operational Excellence benefits

- ▶ "Simply the Best Booking Experience" for our travelers
- ▶ Business growth
- ▶ Reduction of errors and payouts
- ▶ Efficient and effective processes
- ▶ Heightened employee engagement



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# Leadership development

**C**WT's leadership development programs guide leaders to the right development at the right time. The company's talent development system includes a strong leadership development curriculum, early talent identification and international mobility. Establishing clear leadership expectations, these programs ensure that individuals have the information they need to support their development, fuel sustained success and prepare for the future.

## Leading Leaders Program

**T**he robust, six-month Leading Leaders Program, launched in mid-2012, focuses on mid-level leaders – those that lead managers or senior professional staff – who demonstrate exceptional potential for growth within CWT. The goal is to develop leaders who are able to bring out the best in our people and ensure we are building an engaging, inspiring, high-performance work environment.

The program includes a 360-degree assessment, an in-person classroom session, and course electives based on individual needs. When fully deployed, Leading Leaders will be launched in every region and will ultimately impact 350-500 leaders.

### Harvard ManageMentor

To gain further insight in state-of-the-art leadership techniques and tools, CWT and Carlson launched a new generation of e-learning solutions for employees of both companies in late 2012. These new e-learning solutions consist of ten modules that enable participants to draw on experts from Harvard Business Publishing. An outgrowth of the recently launched partnership between Carlson and Harvard University, the initiative encourages peer-to-peer knowledge transfer across the Carlson group and interaction within the Harvard ManageMentor leadership development community.



***At CWT we are committed to strengthening our leadership competencies to drive high performance and employee engagement. During the last few years, we made several inspirational leadership development programs available to managers in our organization so they would acquire contemporary leadership skills and competencies.***



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

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## The Global Leadership Journey

**T**he Global Leadership Journey has been designed to build CWT's key talent through formal development, assessment, coaching and an action learning project. The program is designed to model MBA programs. CWT has partnered with five top business schools to deliver exceptional content. In addition, a leadership common theme is woven throughout the program.

The Global Leadership Journey is more than just a classroom program. Participants benefit from a 360-degree feedback process at the beginning of the program and support from a professional individual coach to help focus on personal development. They also participate in a group action learning project to apply their knowledge and skills to a real business problem.

The program consists of six sessions spread across Asia Pacific, EMEA, Latin America, and North America. The educational content includes business knowledge, leadership development and coaching, stretch assignments and global awareness.

### Key figures 2012: Leadership Development Program participants by the numbers

- ▶ Global Leadership Journey (GLJ): 19 CWT participants
- ▶ Leading Leaders: 130 participants
- ▶ Leading Service Center Excellence (LSCE): 50 participants
- ▶ Leadership Foundation: 640 participants



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# Performance development



**At CWT we aspire to become a high performance organization. We are driving superior performance by aligning the way we set targets and expectations, fostering a culture of development and feedback and assessing individual contribution to reward high performance and to address low performance.**

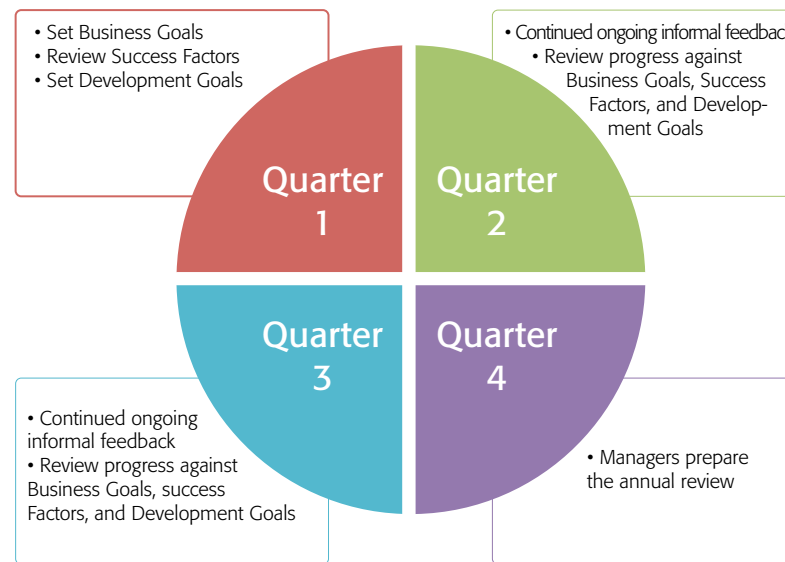


Mark Karelse, Vice President, Global Talent Management & Learning

## Performance Management Process

**C**WT's Performance Management Process (PMP) maps the route to success for each employee. The PMP ultimately increases employee retention, promotes teamwork, and improves employee satisfaction.

The core of CWT's PMP is quality dialogue between the supervisor and employee. Ongoing, timely discussions regarding performance and development are critical for each employee's success.



## Mid-year reviews

**D**uring mid-year reviews, managers meet with members of their teams to discuss progress against their business and individual goals (what) and the way they execute those goals (how), as well as their personal development areas. These reviews also provide an opportunity to identify changes to objectives agreed earlier in the year and adjust agreements as appropriate.

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# Employee recognition

**C**WT knows that its people are its competitive advantage - they are at the core of everything that we do. And recognizing our employees' commitment and effort to contribute in making CWT successful is taken very seriously by the company.

Various specific programs have been implemented at local and corporate levels across CWT's operations. To highlight a few examples, below are some initiatives from regional and country level, as well as functional and management level:

### North America: *bravo!*

Employees in North America can show their appreciation of their colleagues for a job well done or for help extended through the *bravo!* Program. All employees are encouraged to submit their *bravo!* recognition of a colleague online. The best *bravo!* entry for the month may then be featured in the dedicated *bravo!* section on the intranet. Winners are selected according to their achievements in supporting key CWT values, including customer care, commitment to excellence, cultural diversity, reliability, entrepreneurial spirit and integrity.



### APAC: GEM Awards

The GEM Awards (Going the Extra Mile), which spans the entire Asia-Pacific region, recognizes truly outstanding performance and behavior that are aligned with CWT's global core values. While employees can recognize their colleagues for demonstrating core values on an ad hoc basis, more formal individual/team awards are presented on a quarterly and yearly basis. These awards recognize outstanding behaviors of individuals or teams in four categories: Voice of the Customer, People and Culture, Quality and Productivity, and Innovation. Winners are decided by the CWT Leadership Team in each country. All the yearly award winners within each country are also eligible for an overall Regional Award per category and/or a "President's Award" as nominated by the president of the region.

### UK & Ireland: CWT Heroes

CWT UK & Ireland initiated in 2012 its CWT Heroes award to recognize employees and/or teams "for going above and beyond in their role(s)." Due to the success of the initiative, it will be relaunched in 2013.

Employees are called out to nominate a colleague and/or team who they think best exemplify the awards criteria. A shortlist from the nominations will be derived quarterly. At the end of the year, 12 winners will be declared.

### Denmark: General Manager for a Day

The initiative was launched to give employees an opportunity to stretch themselves by filling in the challenging role of Denmark's Managing Director for a day. Employees who feel up to the challenge are encouraged to submit their application. Those selected engage in such activities as chairing an executive meeting, participating in other internal and external meetings, cooperating with colleagues from other CWT companies and other tasks on an ad hoc basis.

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### TTS Awards

CWT recognizes from across the globe TTS employees who have delivered outstandingly on their roles and responsibilities, based on client feedback and testimonials, and/or process improvements and successful change management implemented in their respective teams. Recognitions are celebrated during TTS People Appreciation Week and throughout the year at CWT Town Hall meetings and in CWT communications. TTS employees have the opportunity to receive a plaque or certificate of appreciation from CWT for their achievements. In 2013, we will be introducing a Global Travel Counselor of the Future Award.

### Service Awards

In most wholly owned companies across the different regions, CWT gives recognition to employees who have reached and rendered a certain number of years with the company in the form of long service awards. Depending on the country and number of years, the award could be premium for seniority, medal of service, additional vacation days, etc.

### CWT Global Finance Awards

The Global Finance Awards program, initiated in 2011, provides recognition for finance team members worldwide for their contributions during the prior year. Finance team members are nominated by their peers, managers and internal customers. Nominees are judged based on their achievements in improving efficiency and/or timeliness, accuracy, customer service, driving enhanced profitability and reducing risk. In 2011 and 2012, several nominees were recognized with Honorable Mentions for their significant contributions to CWT's finance organization.

### Carlson Fellows Award

The Carlson Fellows Award is designed to recognize employees who exemplify the values and credo of Carlson in everything they do. Candidates for the Carlson Fellows Award must have worked for the company for at least five years.

Recognized Carlson Fellows exemplify leadership attributes, such as setting direction, building high performance winning teams, doing what is right and producing quality results.

### CWT CEO Awards

The annual CWT CEO Award represents one of the ways in which the company recognizes employee achievements that fully support CWT's mission, values and strategic priorities.

The CEO Awards provide recognition to individuals or teams that deliver outstanding results in line with the Global Strategic Priorities – Growth, Innovation, Efficiency, Supplier Value, Talent – or deliver exceptional business performance in the areas of customer service, performance, quality, employee engagement and global collaboration. For 2011, the winners were recognized at the 2012 Global Leadership Conference held in Stockholm in February 2012; while for 2012, the winners were awarded at the 2013 Global Leadership Conference held in Miami in February 2013.

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# Health and safety

**Carlson Wagonlit Travel is committed to providing a safe and healthy work environment for all its employees, including contractors and visitors to CWT premises. CWT ensures that all employees can carry out their work in a manner that is in accordance with health and safety regulations.**

**E**very reasonable effort is made to promote a safe and healthy working environment by making available appropriate resources to ensure that CWT complies with all relevant health and safety legislations in the countries in which it operates.

In Australia and New Zealand, for example, specific Occupational Health and Safety Policies & Requirements are available to all employees. CWT subsidiaries in Belgium, Poland and the Netherlands have health and safety contingency plan policies. The Netherlands and Switzerland have also made their policies available via their respective intranets. CWT United Kingdom and Ireland is aiming for OHSAS 18001 accreditation in 2013 (OHSAS 18001 is an international standard that helps organizations

manage and control their occupational health and safety risks and improve OH&S performance). Here are a few more examples of health and safety initiatives:

### Poland

Employees at CWT Poland receive initial health and safety briefings as well as periodic training. The initial briefing, which covers the country's labor code, CWT work regulations and first aid, is required for all new employees. Ongoing training, provided every five or six years, focuses on updated content and includes fire prevention and new techniques. Overseen by a member of the Human Resources staff, the training is provided by an outside vendor.

### Switzerland

The health and safety program at CWT Switzerland covers

a wide range of issues, from workplace organization and burnout prevention to sexual harassment. The program includes an external hotline available to all employees and their families which covers not only professional issues but also personal issues such as family problems, legal, conflicts and substance abuse.

### United Kingdom & Ireland

CWT UK & Ireland has well developed policies covering a wide range of topics, with risk assessments encompassing fire, first aid, Display Screen Equipment (DSE), maternity, young persons, lone and night workers, stress and wellbeing, driving on business and manual handling. Also, routine workplace inspections take place and there are procedures in place for accident/incident reporting.

Through our membership with the British Safety Council (BSC), we are able to deliver recognised training to our network of branch Health and Safety Coordinators. These volunteers are trained on the introductory level of National Vocational Qualification, a workplace learning qualification. Furthermore, as part of the benefits of our membership, a 24-hour advice helpline through the BSC is available and accessible to our Health and Safety Coordinators. The Facilities & Environmental Manager, a qualified Technician member of the Institution of Occupational Safety & Health (IOSH), also serves as the point of contact for all UK & Ireland health and safety concerns.

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### Denmark

At CWT Denmark, employees benefit from natural ventilation, which helps ensure an excellent indoor climate. In the canteen, food and beverages are 50 - 70% organic. And a fitness room is available to employees all day.



CWT Denmark office facilities

### Germany

A Safety Officer is named at each CWT Germany site, with coordination provided by the company's headquarters in Eschborn. CWT Germany maintains employer's liability insurance coverage, occupational health and safety measures, and initiatives covering health promotion. Health and safety training is provided annually and external audits of the employer's liability insurance coverage are conducted by TÜV Rheinland.

### Netherlands

CWT Netherlands has installed Company Emergency Response (CER) teams to ensure the health and safety of everyone at its sites. The teams consist of 21 CWT employees – CER officers – who are trained to provide first aid and emergency care in the event of an emergency.

CER officers, who are certified during a two-day basic training course, are responsible for preventing and fighting fires, reducing the impact of accidents, providing support by alerting and evacuating employees and others in emergency situations, and carrying out fire evacuation drills at least once a year.

Each CWT location in the Netherlands is equipped with first-aid kits, fire extinguishers, evacuation floor plans and an emergency and evacuation plan.

### Singapore

CWT Singapore won the Singapore HEALTH Bronze Award in 2012, which was conferred by the Singapore Health Promotion Board for companies that demonstrate excellence and commitment to employee health and wellbeing. CWT Singapore was recognized for outstanding efforts, and impressed the panel with regular organized physical activities and sports, health and wellness talks, sponsored health screenings, and even annual influenza vaccinations. The team is committed to strive for a Silver or Gold Award in 2014.

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# Work-life balance

**A sense of well being directly correlates to employee engagement. As part of a broad effort to heighten engagement among all generations, CWT is examining the various ingredients that contribute to employees’ sense of well being on the job. A satisfactory work-life balance ranks high on the list.**

Here are a few examples of how CWT is providing flexibility that contributes to employees’ work-life balance:

**North America**

The CWT Telecommuting Program in North America makes it possible for employees to work at home, on the road, and/or in a satellite location. Eligible employees must work full time, obtain approval from their manager, be able to work with little supervision and have a demonstrated track record of strong performance. In addition to a safe, quiet and suitable home workplace, telecommuting employees are expected to have appropriate internet and network capability.

**Netherlands: Work@Home Wins Dutch Telework Award**

CWT Netherlands won the *TelewerkJaarprijs 2010* telework award for its Work@Home program. The program gives employees the opportunity to work from home from a half day to several days a week. The award was presented by the Dutch E-work Foundation (a telework forum) to recognize the organization that has implemented “The New Way of Working” in an exemplary manner. The forum cited Carlson Wagonlit Travel’s commitment to its employees and to employee retention as the main reason for presenting the award to the company.

Several other CWT units in Europe also offer work at home opportunities, including Belgium, Denmark, Germany, Poland, Sweden, Switzerland and the UK & Ireland.

**CWT India Day and Family Week**

The Employee Engagement Team at CWT India organized a special set of events during Spring 2012 to help employees manage a healthy work-life balance and take time to appreciate and thank family members who provide support on an ongoing basis. Celebrations started on May 28 with CWT India Day, followed by Family Week. The events culminated with *Taare Zameen Par* – a Gift for Children Program. CWT India Day, Family Week and *Taare Zameen Par* included fun activities to engage employees and their family members. Games, activities, lunches and tours of the offices were organized throughout the week with the main focus on celebrating relationships.

**CWT Indonesia Company Outing**

In 2012, CWT Indonesia organized its annual company outing by inviting its staff from all over Indonesia to spend the weekend together, and take the time to get to know another by meeting face-to-face those with whom they normally only keep in touch by email. During the event, CWT Indonesia also gave recognition to outstanding employees, as well as held parlor games and gave away door prizes.





# CHAPTER 5

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CWT's carbon management project

Reducing CWT's greenhouse gas emissions and managing energy consumption

More environmental best practices in CWT geographies

Enabling customers to be more environmentally friendly

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# CWT's environmental approach

**As CWT fulfills its environmental responsibilities, the company focuses both on internal initiatives and on ways to help customers lower their environmental footprint. The former aims to reduce the environmental impact of CWT's own activities. The latter is designed to enable customers to better evaluate, manage and reduce the impact of their business travel.**



WE SUPPORT

ENVIRONMENT  
Principles 7, 8, 9

## Management of environmental topics

**C**WT's Global Responsible Business team's main environmental mission is to implement a corporate strategy in order to reduce the company's carbon footprint and thus minimize the environmental impact of its activities. This global strategy will also result in lower operational costs. Carbon emissions will progressively become one of the indicators of the company's global operational performance.



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# CWT's carbon management project

## Global greenhouse gas management

The CWT Carbon Management Project lays the foundation for a systematic, company-wide approach to managing the company's carbon emissions. The project will produce an overview of CWT's carbon footprint and provide a benchmark for future carbon reduction efforts at the corporate level.

A broad program, coordinated at the corporate level and designed to support the company's climate change goals, was launched in 2012.

It consists of two main phases.

- ▶ **Phase One** in 2012: Introduction of a global approach for measuring greenhouse gas emissions.
- ▶ **Phase Two** in 2013 and 2014: Formulation and broad execution of action programs. These programs will be partly defined by capitalizing on the exemplary experience and initiatives of countries, such as the Netherlands and the UK (see pages 64-66)

## Global carbon management project objective

The approach introduced in 2012 is designed to broadly structure and deploy the company's goals for reducing its own greenhouse gas emissions. It will enable the company to respond more completely and consistently to:

- ▶ Regulatory reporting requests
- ▶ Requests from customers, who integrate the reduction of CO<sub>2</sub> from business travel into their environmental strategies
- ▶ Employee expectations regarding our societal and environmental responsibilities
- ▶ External requests from investors or rating agencies, in particular the Carbon Disclosure Project (see box).

The Carbon Disclosure Project is a not-for-profit organization of 500 institutional investors holding US\$ 64,000 billion in assets throughout the world. Its mission is to enlighten the investment decisions of its members by assessing the carbon performances of the world's 3,000 largest companies.

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### Project scope

**A**n accounting and carbon pilot was carried out in the **UK, France, Germany, and the Netherlands** to measure the precise carbon impact of their internal activities in 2011.

The program will be expanded during its second phase in 2013 and 2014. Based on experience gained during the pilot phase, the greenhouse gas inventory will be enlarged in order to cover countries representing a majority of the company's revenues.

In 2012, CWT carried out a pilot carbon accounting and reporting project in four countries (France, Germany, the Netherlands and the UK) based on their 2011 activities and relying on existing best initiatives in those countries.

To learn more: [www.carlsonwagonlit.com/en/global/our\\_company/corporate\\_social\\_responsibility](http://www.carlsonwagonlit.com/en/global/our_company/corporate_social_responsibility)

### Pilot project methodology

#### Greenhouse gas emissions sources

CWT has drawn up an inventory of its activities according to the Greenhouse Gas Protocol methodology. The inventory includes the following direct and indirect emissions:

- ▶ Energy used by buildings
- ▶ Employee business travel
- ▶ Fuel consumption of vehicle fleets
- ▶ Employee commuting

#### Emission factors

The emission factors used, compatible with GHG Protocol methodology, are those of the UK Department for Environment, Food and Affairs (Defra) and the French agency for energy and the environment (ADEME). They include not only CO<sub>2</sub> but all greenhouse gases responsible for global warming.

CWT has integrated all its direct emissions and some indirect emissions into its 2012 pilot project inventory.

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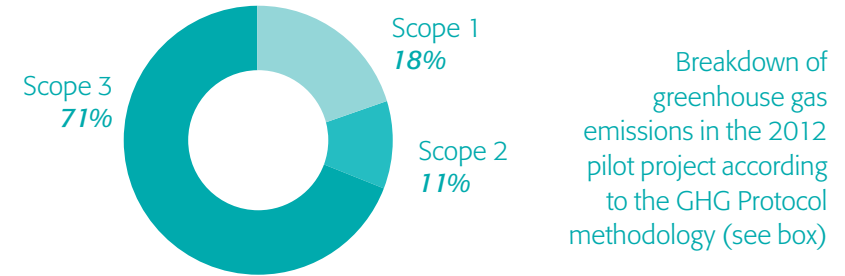
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## 2012 Pilot project results

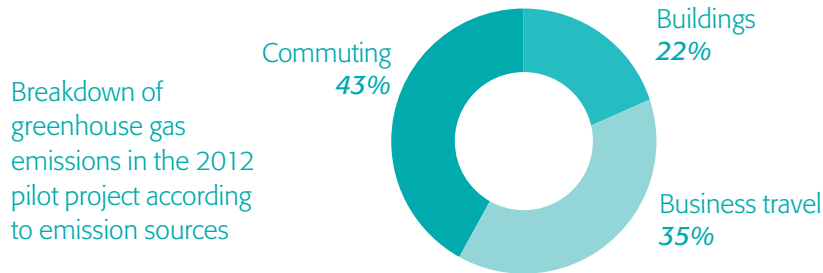
The GHG Protocol, the methodology most often used throughout the world to measure and manage greenhouse gas emissions, defines three categories of emission sources (scopes 1, 2 and 3)

The following were factored into the methodology for CWT's pilot project:

- ▶ Scope 1: direct emissions arising from the combustion of fossil fuels in buildings (heating oil and gas), and a portion of professional travel (fuel for the CWT vehicle fleet)
- ▶ Scope 2: indirect energy emissions of buildings (electricity and urban heating)
- ▶ Scope 3: indirect emissions including professional travel (excluding the CWT vehicle fleet) and commuting



Results of the CWT 2012 pilot project: an annual total of 13,300 metric tons of CO<sub>2</sub> equivalent for the four pilot countries (France, Germany, the Netherlands and UK) in 2011.



The pilot inventory results show that, as is typical with service companies, most emissions come from business travel (consisting of scope 1 and scope 3) and employee commuting (from scope 3), which together represent 78% of total emissions. Building-related emissions (from scopes 1 and 2) represent less than a quarter of total emissions.

## Outlook for 2013 - 2014

Following the pilot inventory, CWT will carry out a more extensive inventory of its greenhouse gas emissions in 2013 - 2014. It will progressively include the countries which represent a majority of CWT's revenues. At the same time, the company will further improve the monitoring of energy consumption of buildings and commuting.

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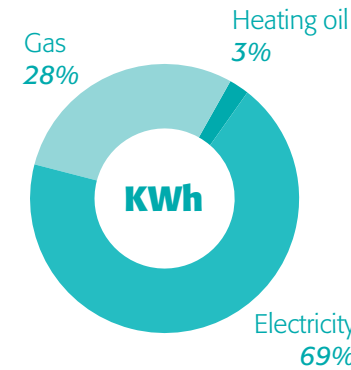
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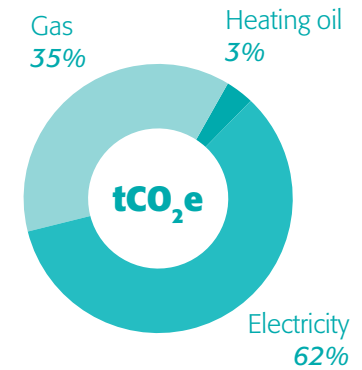
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### Energy consumption of buildings

Nearly 70% of the energy consumed by buildings consists of electricity. The rest consists of gas and a negligible amount of heating oil (3%). This data only covers the four pilot countries, and is not representative of the whole company.



Breakdown of energy consumption in 2011 - four pilot countries



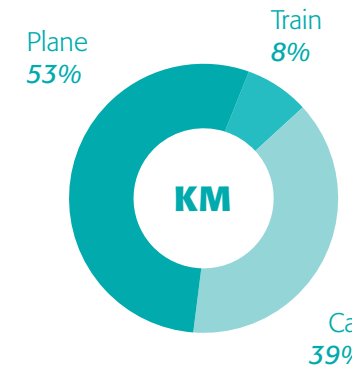
Breakdown of greenhouse gas emissions from buildings 2011 - four pilot countries

### Business trips

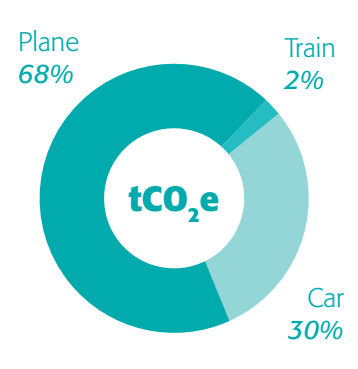
Employees in the four pilot countries traveled more than 28 million kilometers during 2011.

Air travel accounted for more than half, while car travel represented more than a third. Rail travel accounted for nearly 10% of the total distance.

Nearly two-thirds of greenhouse gas emissions came from air travel in 2011, and the remaining third is attributed to cars.



Breakdown of kilometres travelled in 2011 - four pilot countries



Breakdown of greenhouse gas emissions from business trips in 2011 - four pilot countries

In addition to the pilot project, CWT has conducted a separate carbon inventory in France to assess greenhouse gas emissions, reduce environmental impact and respond to new regulatory obligations arising from article 75 of the Grenelle 2 Act. (see next page: "Focus on the 2011 carbon footprint of CWT's 3 entities in France: CWT France, CWT Distribution, and CWT Meetings & Events").

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# Focus on the 2011 carbon footprint of CWT's 3 entities in France: CWT France, CWT Distribution, and CWT Meetings & Events

**Methodology:** Calculation of greenhouse gas emissions according to the GHG Protocol methodology. Emission factors taken into account were those of the "Base Carbone" (ADEME V 7.1).

- ▣ **Buildings:** Energy consumption was estimated from energy expenditure per supplier. Service charges were not included.
- ▣ **Business travel:** Business travel included the fuel consumption of leased cars and service vehicles. Fuel consumption of private vehicles for business purposes was estimated from reimbursements per kilometer. Travel by plane and train was extracted from the PMC carbon management system in km and tCO<sub>2</sub>e.
- ▣ **Commuting:** Commuting trips were estimated from the number of public transport cards reimbursed by CWT, with additional input from French National Institute of Statistics (INSEE) studies.

	CWT France	CWT Distribution	CWT M&E	TOTAL *
<b>Scope 1: Direct emissions</b>	<b>455</b>	<b>655</b>	<b>20</b>	<b>1 128 tCO<sub>2</sub>e</b>
Energy consumption of buildings (gas and heating oil)	155	620	0	776 tCO <sub>2</sub> e
Energy consumption of company cars and service vehicles	300	35	20	352 tCO <sub>2</sub> e
<b>Scope 2: Indirect emissions</b>	<b>80</b>	<b>120</b>	<b>5</b>	<b>207 tCO<sub>2</sub>e</b>
Electricity consumption of buildings	80	120	5	207 tCO <sub>2</sub> e
<b>Scope 3: Other indirect emissions</b>	<b>2 550</b>	<b>1 225</b>	<b>115</b>	<b>3 886 tCO<sub>2</sub>e</b>
Other emissions due to energy (excluding scopes 1 and 2) (upstream emissions and online losses)	85	75	5	163 tCO <sub>2</sub> e
Business trips (train, plane and private cars)	165	50	10	221 tCO <sub>2</sub> e
Commuting trips	2 300	1 100	100	3 501 tCO <sub>2</sub> e
<b>TOTAL</b>	<b>3 085</b>	<b>2 000</b>	<b>140</b>	<b>5 220 tCO<sub>2</sub>e</b>

**Scope:** The study was based on the three legal entities controlled by CWT in France: CWT Distribution, CWT France and CWT M&E. These entities have in total about 2,000 full-time-equivalent employees.

CWT France represented the majority of greenhouse gas emissions (59%). CWT Distribution accounted for 38% and the remaining 3% CWT M&E. Commuting was the main source of emissions for all three entities (67%), followed by the energy consumption of buildings (21%) and business travel (12%).

\*Note: Numbers may not add due to rounding

In 2011, greenhouse gas emissions from activities in France represented 5,220 metric tons of CO<sub>2</sub> equivalent ( tCO<sub>2</sub> e), i.e. 39% of greenhouse gas emissions from the four countries included in the company's pilot project.

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# Reducing CWT's greenhouse gas emissions and managing energy consumption

## *Energy efficiency in buildings*

CWT actively seeks to reduce the environmental impact of its offices. Here are examples of energy consumption management in the UK and Netherlands.

**CWT Netherlands**

Whenever new premises are selected, they must be energy efficient and environmentally friendly, such as the new CWT offices in Arnhem, Eindhoven and The Hague. CWT Netherlands is also actively reducing the environmental impact of existing buildings, notably at the unit's head office in Diemen.

Efforts aim to reduce the company's carbon footprint while optimizing expenditure linked to energy consumption in a context of rising prices.

**CWT United Kingdom**

In the UK over the past three years, CWT has introduced a company-wide Environmental Management System and achieved ISO 14001 accreditation. The company has been recognized by a number of organizations, including the UK Government's Department of Environment, Food and Rural Affairs (Defra), for its sustainability performance.

In addition, as part of the implementation of the ISO 14001 environmental standard, motion detectors have been installed in a number of offices to control

lighting. Awareness campaigns have also been conducted to encourage staff to economize electricity. CWT UK has undertaken to open a dialogue with the owners of its offices to explore various way of reducing energy costs.

In 2012, CWT UK retained its category A rating with Achilles Verify, an accreditation which evaluates and monitors sustainable procurement in the energy industry. The company improved its accreditation score to an average value of 96% across all categories. CWT UK has won certification – which involves rigorous evaluation of candidates' quality, environmental and health & safety management systems, including training, operations, and equipment – every year since 2010. The 2012 scores were 12% higher than the industry average score for health and safety assessment and 14% higher for environment.



CWT Germany, which obtained ISO 14001 certification in 2012, is also introducing measures to improve the energy efficiency of its buildings.



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*Controlling CO<sub>2</sub> emissions linked to employee travel*

Few examples:

In the **Netherlands**, the "Our Work@Home" program has made it possible to set up remote working procedures while respecting all legal health and safety requirements. Employees use the latest technologies to maintain close links with their colleagues from home. In 2011, more than 75 employees (about 1/4 of the population in NL) work this way for at least half of their weekly working hours.

Several countries select their vehicle fleets according to environmental criteria and energy efficiency. Thanks to the use of cleaner vehicles, CWT **UK** reduced its greenhouse gas emissions significantly between 2008 and 2011 - from 480 to 162 metric tons of CO<sub>2</sub>.

The company also sometimes encourages the use of public transport, car sharing and bicycles. For example, when an employee event was held in 2012, CWT UK calculated the environmental impact of employee travel to the event, and encouraged the use of more sustainable modes of transport, such as trains and shared cars provided at rail stations and airports. In this way, 35% of participants helped reduce the environmental impact of the event.

*Controlling IT energy consumption*

In IT, as in other domains, the company aims to reduce electricity consumption and its carbon footprint. In France, a program to reduce the number of servers, facilitate maintenance and replace printers produced significant results, reducing the company's environmental impact.



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# More environmental best practices in CWT geographies

## Encouraging responsible purchasing

CWT recognizes the importance of responsible purchasing. For example since January 2012, CWT Netherlands has been using a program that closely monitors the validity of its suppliers' certification. This means that the proportion of purchases from certified suppliers is measured and tracked in relation to total purchases. In 2012, 67% of purchase contracts were signed with certified suppliers, guaranteeing the origin, quality and compliance of products.

## Preserving natural resources

The company progressively encourages employees to limit the use of paper and use electronic documents as much as possible. For example, CWT Germany uses only environmentally friendly paper (supplied by Deutsche Papier VertriebsGmbH) and participates in the "Carbon Neutral Paper" project organized by Climate PartnerGmbH. As a further step to support the battle against climate change, the company also supports the VER (verified emission reduction units) hydro-electric power project in Pueblo Nuevo Viñas, Guatemala.

## Reducing and recycling waste

Carlson Wagonlit Travel sorts and recycles its waste in a number of countries.

In 2010/2011, CWT Netherlands rolled out a new method to collect spent printer cartridges, combined with a reduction in the number of multifunctional printers in use. With new software to monitor cartridge usage, CWT Netherlands began tracking printer cartridge recycling in 2011. Now, printer cartridges are systematically recycled.

Meanwhile, in the UK, collection points for various materials have been introduced for paper, plastic, metal, mobile phones, batteries and printer cartridges as part of a Waste Resources Action Plans reduction program. Similar office waste reduction and recycling efforts are underway in the U.S. and Canada.

CWT Hong Kong was also recognized under the Caring Company Logo award for their "Caring for the Environment" achievements. Highlighted initiatives included their implementation of mechanisms to minimize energy consumption throughout their office premises; recycling of used paper; reducing paper wastage; choosing a shark's-fin-free menu for their employee annual party; and CO<sub>2</sub> emissions tracking for travelers through our travel program management tool. CWT Hong Kong also donated second-hand computers and equipment to Caritas HK Computer Workshop, who, in turn, refurbished these computer sets and provided at low price or for free to the needy, public schools and other Welfare Service Organizations.

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#### Reducing and recycling waste (Continued)

In the **Americas**, efforts to reduce the environmental impact of the company's own activities are piloted by a CWT Americas Environmental Committee, which focuses on:

- ▶ **Green printing** – encourages reduced levels of printing by all employees by raising awareness and teaching people how to save paper.
- ▶ **Green kitchen** – strives to make kitchen and break room spaces at CWT offices more green by converting to reusable and washable dishes and utensils, using environmentally friendly cleaning products, etc.
- ▶ **Green supplier** – encourages preferred suppliers to respect our commitment to the environment by requesting that they avoid printing presentations or other documents, avoid using disposable products when bringing in food, etc.
- ▶ **Recycling initiative** – works with CWT offices across the U.S. and Canada to ensure they are equipped to facilitate on-site recycling. CWT arranges third-party pick-up service in leased buildings where such recycling services are not already provided.
- ▶ **Green power group** – advocates for reduced use of gas and electricity through employee communication and education. The group conducts an annual assessment of CWT Americas' Carbon Dioxide Equivalent, or carbon footprint, helping to drive continual reductions in emissions.
- ▶ **Eco-friendly paper purchasing** – currently exploring the potential for CWT to increasingly purchase eco-friendly paper products.



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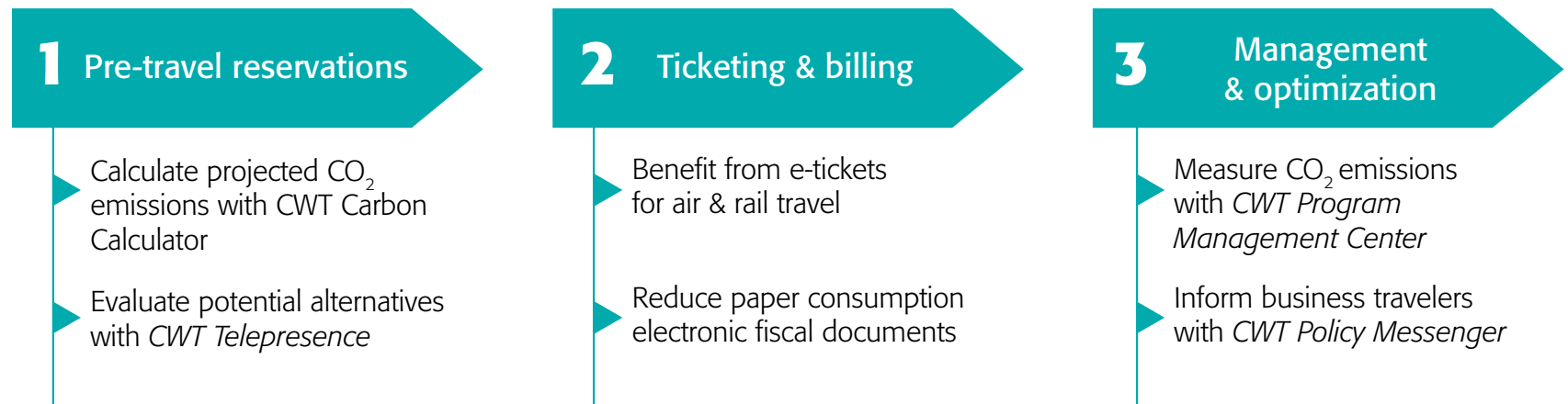
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# Enabling customers to be more environmentally friendly

**One of the most significant opportunities for CWT to contribute to the protection of the environment is by helping clients reduce the environmental impact of their travel. We achieve this by providing information that can influence their travel decisions and enable them to reduce their carbon footprint.**

At each stage of its service chain, CWT proposes services and tools to help customers make their sustainable development policies more effective.



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# Contributing to the sustainability of our clients' travels

CWT's approach is to ensure that travelers have the tools and information to incorporate environmental considerations into business decisions:

**Calculating CO<sub>2</sub> emissions**

The *CWT Carbon Calculator* is a tool available to travelers as they research and book travel. It enables them to compare carbon emissions generated by various options, including various airlines and air vs. rail decisions on routes where both modes are available.

This tool assesses the CO<sub>2</sub> impact of the trip depending on the itinerary, type of transport and flight class (if air travel is involved). The simulator uses Defra methodology.

Some countries, such as the Netherlands, systematically provide CO<sub>2</sub> emissions as part of trip data, helping to sensitize travelers to environmental issues.

**Reducing paper consumption**

CWT also helps reduce paper consumption through e-documents. Invoices are no longer printed; they are created, hosted and archived on an online portal. This solution also makes it possible to save up to 70% on the cost of processing an invoice, and to preserve natural resources. 98% of CWT customers have adopted this procedure. CWT also proposes e-tickets to customers. [\(see box\)](#)



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The increasing use of virtual, e-tickets is significantly reducing the quantity of paper consumed by customers. CWT has been systematically distributing plane e-tickets for a number of years. Since early 2010, CWT has also actively participated in the development of e-tickets for the French national railway (SNCF).

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# Greenhouse gas emissions dashboard

All clients have access to the *CWT Program Management Center*, a tool that provides carbon emissions reporting and gives clients a comprehensive view of their travel program's environmental impact. The tool's dashboard can provide a range of information, such as carbon emission per period, per traveler, etc. What is more, projected carbon emissions for any given trip can be compared to actual, post-trip calculations.

### Emissions management

Based on the reporting, travel managers can benchmark environmental impact, creating a baseline enabling them to actively reduce the carbon footprint of their business travelers.

## Offsetting greenhouse gas emissions

Some customers want to go one step further and offset the residual emissions of their travel. This is why CWT offers a carbon offset service to all of its clients. Carbon offsets can be arranged through the London based Carbon Neutral Company, the Climate Neutral Group in Utrecht, the Netherlands, or any other preferred party.

## Proposing travel alternatives

*CWT Telepresence* customer tool provides an alternative to physical travel through teleconferencing.



Homepage of the personalized *CWT Program Management Center*, showing a graph for a company's CO<sub>2</sub> emissions

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*Best practices in the UK:*

**Estimating the overall cost of travel**

CWT UK's Total Impact Report provides clients with a consolidated view of the cost of business travel, including environmental impact. It focuses on three critical areas of cost and emissions impact: ticket cost, productivity of the individual while travelling and carbon offset cost. By awarding a value to each of these elements, especially when reviewing domestic UK mainland travel, it is possible to see that, while some routes are cheaper at face value when only ticket price is considered, the consolidation of the total impact may show, for example, that rail travel can be the more cost-effective option.

**Defra**

CWT UK was recognized by Department for Environment, Food and Rural Affairs (Defra) for helping the department achieve its sustainability objectives. One example included CWT encouraging a modal shift in transport choice from air to rail to reduce emissions. This helped Defra achieve its Sustainable Operations on the Government Estate (SOGE) targets for business travel. Entries were judged by Defra's Procurement and Contracts Division, senior managers and a sustainability advisor.

**GBTA Project ICARUS**

CWT is proud to be an Advisory Committee Member of GBTA Project ICARUS – Europe. Project ICARUS is an initiative of the GBTA that conducts research, provides education and promotes sustainability in the business travel and meetings sectors. CWT is the only travel management company engaged in Project ICARUS, sharing experiences with others to facilitate an industry-wide shift to sustainable solutions.



*Best practices in the Netherlands:*

**Integrated Compensation to government customers**

Integrated Compensation involves integrating the direct costs of travel with the cost of carbon offsets for a particular trip. It enables travel managers to avoid unwieldy, annual or semi-annual lump-sum compensation payments by allocating compensation costs to specific cost centers or travelers. The Integrated Compensation program has been implemented in close cooperation with the Climate Neutral Group.

**Green Feather 2010**

CWT Netherlands has been awarded the 'Greenest Initiative 2010 Feather' for initiatives in the field of sustainability. The Dutch travel trade journal *TravMagazine* presents Feather awards annually. They go to travel agents that offer the best range in a specific category. The sector views the Feathers as a leading professional award.



## CHAPTER 6

# Responsible Products and Services

Business continuity

*CWT Travel Stress Index*

*CWT Meeting Optimizer*



# CHAPTER 6

## Business continuity

CWT Travel Stress Index

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# Business continuity

## *Business continuity: Essential for sustainability*

**A sustainable business is one where critical functions continue to be performed even under the most challenging conditions. CWT's Business Continuity Plan is designed to ensure ongoing service, consistency and recoverability in the event of a disruption and/or incident affecting any of the company's wholly owned offices.**

**T**he CWT Business Continuity Plan (BCP) aims to ensure that, in the event of a disruption, critical functions remain available for customers, suppliers, regulators and other entities. The BCP is based on a formal Business Continuity Policy and is managed according to three key performance indicators. As part of its mission, the CWT Business Continuity Management team is responsible for tracking implementation as well as crisis management.

With 24/7 worldwide operations, the travel industry is vulnerable to numerous risks and threats. CWT recognizes that preparedness for a crisis is critical to the long term resilience of its business. In the event of a crisis situation, a swift response is essential to the organization's ability to meet its operational objectives and priorities. Therefore CWT has established a Corporate Crisis Team to take over global coordination in the event of a crisis.



***Business Continuity is not something implemented at the time of a disaster. It refers to those activities performed daily to maintain service, consistency and recoverability. Business Continuity Planning is a methodology that is followed by everyone in the organization on a daily basis to ensure normal operations.***



Isabelle Bousquet, Senior Director, Business Continuity and Crisis Management

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*CWT Travel Stress Index*

*CWT Meeting Optimizer*

# Business Continuity Plan: Robust business continuity planning and validation

**T**he company's BCP covers a wide variety of potential incidents, from local to regional disruptions. Potential activity disruptions include events such as those resulting from the failure of a CWT infrastructure component or a major event affecting the travel industry. In many cases, the impact on CWT is a surge in demand as a result of, for example, a strike action affecting a carrier or flight controllers, weather conditions impacting one airport, or the grounding of a specific aircraft type by an airline or manufacturer causing flight cancellations in a region.

CWT requires all of its wholly owned entities to have a detailed Business Continuity Plan, built upon a template developed by the company's Corporate Business Continuity/Crisis department.

It provides guidelines and a framework for CWT managers to ensure appropriate management of disruptions and/or incidents affecting CWT as an organization.

In addition to wholly owned countries, the requirement applies to CWT's joint venture companies in China, Indonesia and Japan. It also applies to all support locations, such as HQ offices, dedicated Business Travel Centers, U.S. military and government services, dedicated Meeting and Events locations worldwide, and dedicated Energy and Services offices.

The Business Continuity Plan takes into account six scenarios: fire, pandemic, natural disaster, power outage, workplace violence and IT and telecom failure. Plans to manage IT and/or telecom disruption are defined by IT and telecom organization and managers.

The Business Continuity Plan for each company site is built around three phases: preparation, activation and recovery. The plan includes checklists for each phase. For example, the Preparation phase checklist describes actions to be undertaken before any event occurs while the Recovery phase checklist describes action to be undertaken to return to normal operations.

Every CWT office must test its BCP and conduct at least two drills every year. Corporate policy also requires that all managers and BCP owners attend an initial BCP corporate training session and that all staff attend Business Continuity awareness training through CWT University.

Company policy stipulates that a "BCP owner" must be identified in each CWT office. The BCP owner is responsible for completing, updating and maintaining the office's Business Continuity Plan, for ensuring training and training records for all employees, and for ensuring that an audit is performed. Audits must be performed once a year, via the company's Operational Excellence program.

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# Dashboard page: Watching and warning system to track and manage disruptions and responses

**T**he CWT crisis monitoring system ensures timely activation of the Corporate Crisis Team, with the company's London Emergency Service Center (ESC) serving as the "watchtower" of CWT's global network.

In the event of a disruption/incident, the London Emergency Service Center is notified as soon as a local Business Continuity Plan (BCP) is activated. In addition to initial notification, every company site is required to update the London ESC regularly as conditions evolve.

The London ESC uses an analysis chart to evaluate the level of severity of the situation from 1 to 3 (see figure for traffic light). In the event of circumstances that cannot be adequately managed through activation of the local BCP, and/or country/regional teams, the London ESC is responsible for activating the Corporate Crisis Team (CCT) and the Crisis Communication Group (CCG). The Center collects all relevant available information and organizes initial briefings for the Corporate Crisis Team.



**Level 3: Escalate to global leadership with activation of the Corporate Crisis Team (CCT)**

**Level 2: Monitor with country/regional support**

**Level 1: Not critical; but monitor**

*Levels of severity for emergency situation assessment*

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## Disruption report and database

Company sites send notifications and updates to the London ESC using a downloadable disruption report form. The Center manages a database to record and describe all disruptions reported per site. This data is used to provide semi-annual statistics to countries, regions and program management teams on the number and types of disruptions per site.

## Crisis management

By their very nature, crisis events are unpredictable. The success of CWT's response depends upon the capacity to act quickly and decisively with limited information and unknown variables as well as the ability to articulate the way forward for all staff.

A crisis is a major disruption (such as fire, pandemic, natural disaster, power outage, workplace violence to an employee, IT and telecom failure, etc.) directly affecting the CWT organization and not solved only by activation of the Business Continuity Plan.

A crisis can also be a situation of major disruption/incident potentially affecting the safety and security of travelers.

A situation is also considered a crisis when the reputation and/or the brand of the company are exposed and/or when a CWT employee is physically injured during the course of his/her work.

All disruptions/incidents shall be reported to regional and/or headquarters management in order to ensure the timely activation of the relevant crisis organization.

The relevant crisis team (regional or corporate) will coordinate management of the situation with all locations involved.

In the event of a crisis, CWT's Corporate Crisis Team aims to:

- ▣ Secure the immediate safety and well being of CWT employees and customers
- ▣ Inform all stakeholders
- ▣ Manage financial and legal consequences
- ▣ Ensure appropriate action to avoid re-occurrence
- ▣ Protect our assets and maintain normal operations or, if normal operations cannot be maintained, resume the highest possible level of operations within the shortest possible time

### Business Continuity Management KPIs

#### By the end of 2013

1. All CWT wholly owned offices (50 countries) have a **Business Continuity Plan (BCP)** in place, which is documented and tested, with two drills completed.
2. A **dashboard** will be in place to monitor the total number and types of incidents in all wholly owned CWT countries (excluding IT & telecom incidents)
3. All executive members of the **Corporate Crisis Team** will be trained and will have participated in a full activation drill.

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# CWT Travel Stress Index

*CWT's innovative Travel Stress Index helps clients improve traveler well being and increase corporate productivity*

**C**ompanies are responsible for the well being of their employees and CWT is looking to help clients address the stress that can be associated with regular business travel. As part of CWT's continued focus on business travelers, CWT Solutions Group, together with the Global Product Innovation team, launched the *CWT Travel Stress Index* in Q2 2013. The *CWT Travel Stress Index* seeks to quantify the cost to the organization of the stress that employees can incur from traveling, and use that information to help buyers make better travel policy decisions. Without this information, many organizations focus on small savings gained on a short-term basis when they can actually achieve significant ones through a longer-term approach.

As of the publication of this report, CWT Solutions Group has released two whitepapers: *Stress Triggers for*

*Business Travelers* (October 2012) and *The Hidden Costs of Business Travel* (April 2013). In the first study, based on the responses of 6,000 business travelers, CWT found three main categories of stress: lost time, surprises and routine-breakers.

In the second study, leveraging nine data sources (including 15.3 million air transactions), CWT developed an algorithm to quantifiably measure travel stress and its corresponding impact on an organization. The results show that the actual lost time (caused by travel-related stress) is on average 6.9 hours per trip. The largest contributions to this lost time arise from flying economy class on medium and long-haul flights (2.1 hours) and getting to the airport/train station (1.1 hours). The financial equivalent of this 6.9 hours is US\$ 662.

This type of examination enables organizations to understand that beyond the purely transactional aspect of the trip, they should recognize business

travel as a strategic means to grow and compete effectively in the marketplace. More importantly, business travel has an impact on a company's most important asset: its employees. For these reasons, other areas of the organization, such as Human Resources and Responsible Business, may be involved in making travel policy decisions. The *CWT Travel Stress Index*, as a decision-making tool, will help our clients assess and adjust their travel policies, and move from "travel policy" to "traveler policy."

**To learn more, visit the CWT Solutions Group website at [www.cwt-solutions-group.com](http://www.cwt-solutions-group.com)**



**With the Travel Stress Index, CWT offers a different way to look at duty of care, introducing the dimension of people to decisions on travel programs and policy which today are organized according to spend, safety and security and CO<sub>2</sub> emissions.**



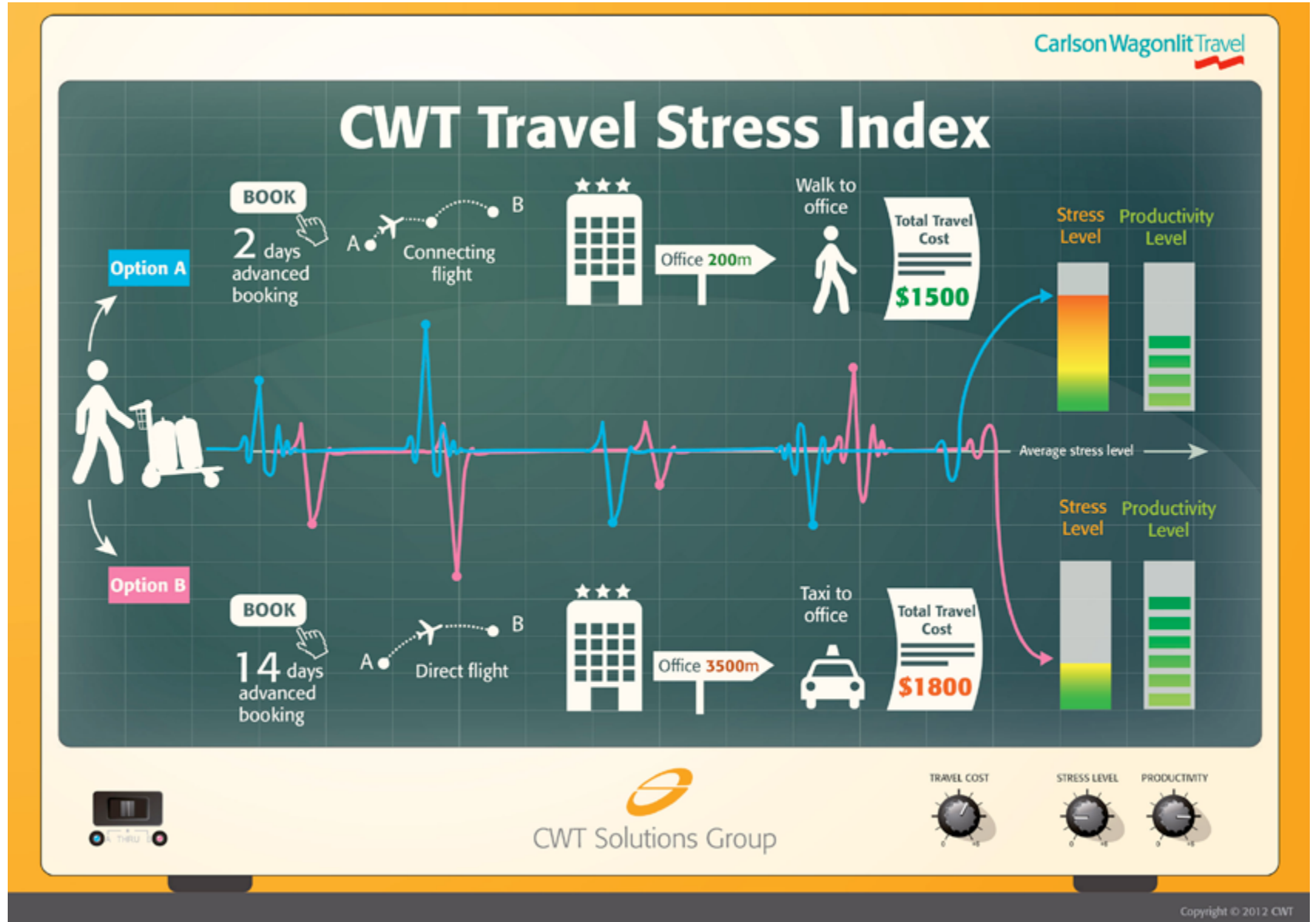
Vincent Lebunetel, Senior Director, CWT Solutions Group, Europe, Middle East & Africa

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CWT Travel Stress Index—allows you to assess the impact of travel-related stress on an organization’s productivity levels. By quantifying that stress and its cost, CWT aims to help companies make smarter travel policy decisions.

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**CWT Meeting Optimizer**

# CWT Meeting Optimizer

*Helping clients include environmental impact in meetings & events decisions*



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ENVIRONMENT  
Principles 7, 8, 9

**A**s part of its effort to help clients reduce their environmental impact, CWT has developed a unique on-line tool enabling clients to make environmentally optimal meeting and event decisions. The *CWT Meeting Optimizer* uses a CWT-developed, patent-pending algorithm to take into account all CWT air, hotel and virtual meeting data, evaluating hundreds of thousands of combination possibilities. The results enable companies to select meeting destinations based on the amount of carbon emissions expended to transport attendees to various locations.

To use the *CWT Meeting Optimizer*, meeting organizers simply enter basic meeting information (name, dates, and departing locations for all participants). The online tool then generates a list of potential worldwide destinations, including telepresence rooms, creating a prioritized list of potential venues. Destinations are ranked by overall cost, CO<sub>2</sub> emissions, or total mileage according to the particular input details, search criteria and user profile settings.

In addition to the *CWT Meeting Optimizer*, the *CWT Green Meetings Calculator* enables clients to measure the environmental impact of various options for destinations, transportation, lodging, communications and signage, venue selection, and food/beverage choices.

## *Travel alternatives*

**O**ne way to reduce the environmental impact of a travel program is by reducing travel altogether, by directing some types of travel to alternatives, such as web-conferencing or telepresence. The *CWT Telepresence* offering helps clients redirect traveler behavior by handling the booking of telepresence rooms, with reporting that helps clients understand their total volumes for travel and travel alternatives and identifying areas for further improvement.



# CHAPTER 7

## **Community Involvement**

Our community involvement

Programs



CHAPTER 7

Our community involvement

Programs

# Our community involvement

*Playing an active role in local communities*

**As part of our commitment to act as a responsible corporate citizen worldwide, CWT is actively involved in supporting the local communities where we do business. Our commitment comes to life through a variety of local initiatives to encourage and empower our people to support meaningful local community programs.**

In 2011 and 2012, CWT supported dozens of benevolent activities worldwide, through a combination of direct company backing and company support for employees engaged in goodwill activities. In addition to financial contributions to worthy organizations, CWT support for philanthropic initiatives involved employee volunteering, employee donations and other forms. While they covered a wide range of social and community development programs, these initiatives largely focused on three areas: health, youth and homelessness. Selected examples are described in the next few pages.



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# Programs

## Local involvement Live examples: health

Each year, CWT teams in the **UK and Ireland** target a particular charitable initiative. In January 2011, the company's employees voted to support Great Ormond Street Hospital Children's Charity. This charity exists to support Great Ormond Street Hospital (GOSH), a world-leading children's hospital created in London in 1852. During the course of our partnership employees were able to raise a total of £24,000 for the charity. In 2012, the company's employees chose Macmillan Cancer Support as charity partner, for which they raised more than £20,000. CWT is working with "Charity Champions" at each location in the UK and Ireland to set up fundraising tools.



In 2011, two volunteer initiatives by the employees of CWT **Denmark** combined a focus on health with a concern for children. With company support, employees donated to the country's Child Cancer Foundation as well as the World Childhood Foundation.

Employees at CWT **Italy** likewise supported children's health during 2011 through monthly contributions of clothing, toys, furniture and other items to the charitable association of the Bambino Gesù Children's Hospital in Rome.

Multiple CWT teams in **France** provided a range of support for *La Mission Handicap*, an entity within CWT France focused on creating more opportunities for the disabled. Initiatives ranged from



recruiting more disabled persons and improving their work conditions to internal training and awareness programs.

At CWT France headquarters, employees were encouraged to support Handicap International by participating in the organization's 10 km foot race and 5 km walk in May 2012. The company paid the event registration fee for all participating employees. Specialized in the field of disability, Handicap International is a non-governmental, non-religious, non-political and non-profit organization that works alongside people with disabilities, offering them assistance and supporting them in their efforts to become self-reliant.

In 2011, the Black Dog Institute was one of several charitable organizations supported with donations from CWT **Australia/New Zealand**. The

Black Dog Institute is a not-for-profit educational, research, clinical and community-oriented facility offering specialist expertise in depression and bipolar disorder.

CWT **North America** provided support for a range of health-related organizations and initiatives, including the American Heart Association Heart Walk, Bottle Caps for Cancer and the National Multiple Sclerosis Society MS Walk.

CWT **North America** leaders participate in the Carlson Executive Matching Grant Program, which enables executives to double the impact of their charitable donations to eligible nonprofit organizations.

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### Doctors Without Borders

Carlson Wagonlit Travel **Germany** has been supporting Doctors without Borders since 2006. The organization works in nearly 70 countries, providing medical aid to those most in need regardless of their race, religion or political affiliation. As part of its "Giving Instead of Gifting" campaign, Carlson Wagonlit Travel Germany sends E-cards instead of paper cards and donates a fixed amount to Doctors without Borders rather than giving out Christmas presents.

## Local support Live examples: homelessness and affordable housing

**A**s a corporate sponsor, CWT **North America** supported Habitat for Humanity in multiple ways in 2011. The non-profit organization has helped to build more than 500,000 decent, affordable houses and served 2.5 million people worldwide since its foundation in 1976. In North America, CWT provided financial support and volunteer labor from employees, clients, and partners to

build a home in the Denver area. CWT further supported Habitat by making the partnership a central theme of its client event at the Global Business Travel Association's annual conference in Denver. The so-called "Impact on the Gridiron" event was recognized by PR News' CSR Awards in the 'Event: CSR/Green Focus' category. In addition, various CWT teams and individual employees have long volunteered with local Habitat affiliates around North America.

Habitat is getting support from other CWT units as well. In 2012, CWT **Egypt** donated funds to cover the cost of building a new house for a homeless family.

Leading up to the holiday season in December 2011, CWT in Lille, **France** provided support for Restos du Coeur, a non-profit organization that provides aid to the needy and homeless. Employees donated food, health products, clothing, bed linens and toys.



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*Local solidarity  
Live examples: childhood*

**E**mployees at CWT **Chile** provided goods, food, clothing, school materials, Christmas gifts and more to the Manos y Naturaleza child support center in 2011. The center supports disadvantaged children in two neighborhoods in Santiago de Chile. Employees also contributed to the Centro de Retos Múltiples Luz y Esperanza, a home for children with mental retardation.



In 2011, CWT became the first global travel management company to educate travelers about child sex tourism and provide a means for reporting suspicious activity. Advisories are included on electronic itineraries issued in the **United States** to destinations known for the sexual exploitation of children. The advisories are intended to raise awareness of this illegal practice and provide travelers with the phone number for the U.S. Human Trafficking Hotline. In addition, CWT's majority shareholder, Carlson, was

the first U.S.-based global travel and hospitality company to sign the Code of Business Ethics and Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism. The Code is a voluntary initiative developed by End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT) in collaboration with the United Nations Children's Fund (UNICEF) and the World Tourism Organization. As a Carlson company, CWT joins this combat by supporting this initiative.

In 2012, CWT's GBTA event was held at Boston's Symphony Hall and showcased the students who participate in Project STEP, a charitable organization that provides underprivileged children classical musical instruction and other mentorship to which they would not otherwise have access. Thanks to Project STEP's role in these students' lives, every graduate of the program has gone on to pursue higher education, and in some cases a professional musical career, when most otherwise would not have.



CWT **Americas** wraps up each calendar year with two weeks of organized community giving surrounding the holiday season, including donations to area food shelves, holiday toy collections, and group volunteer activities. The activities are part of a broader employee initiative focused on responsible business (**H**elp your community), team recognition (**E**njoy your team and **A**pplaud great work), employee wellness (**R**eward yourself), and communication (**T**ell us about it online). This initiative has been known as the 10 Days of H.E.A.R.T.

In **Australia/New Zealand**, a weekly, company-sponsored lottery provided funding in 2011 for the Starlight Children's Foundation, which helps improve the quality of life for children around the world suffering from chronic and life-threatening illnesses and life-altering injuries.

CWT teams in **Italy** provided support in both 2011 and 2012 to *Occhi sul Terzo Mondo Onlus* (Eyes on the Third World), a non-profit group focused on education, vocational training, employment, health care and hospitality. Since its founding in 2003, *Occhi sul Terzo Mondo Onlus* has helped create nursery schools and secondary schools in Madagascar, Brazil, Swaziland, Kenya, Congo Brazzaville, India and Uganda.

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More actions

Opportunities for giving are virtually limitless. While CWT focused on initiatives linked to health, childhood and homelessness in 2011, other community involvement actions were prompted by natural disasters or threats. For example, CWT **Australia/New Zealand** contributed funds to the 2011 Queensland Appeal from Floods as well as the Christchurch Earthquake appeal. When the H1N1 flu virus threatened to strike **France** in 2009, CWT people in Lyon donated funds to the Red Cross to purchase surgical masks.

In 2012, CWT **Netherlands** supported NL DOET, the country's largest volunteer initiative, organized by the Oranje Fonds. The Oranje Fonds, which focuses on social welfare in the Netherlands, helps promote participation in society by bringing people together, or enabling them to find a new place in society. CWT Netherlands operates an annual charitable donation program. Organizations that have received support over the last few years include the Liliane Foundation, which helps ensure that children with disabilities in developing countries take a full and active part in everyday life, Unicef, the Ronald McDonald Children's Fund, *Stichting Doe een Wens* (Make-a-Wish Netherlands) and *Stichting Kappen Nou!*, which combats senseless violence in society. All charitable institutions are carefully selected by CWT's management team. As of January 2012, CWT offers its employees in the Netherlands the possibility of spending one working day per year volunteering to serve the community. Employees are free to choose a foundation, organization or charity that they would like to support.

In **Italy**, CWT is a corporate Golden Donor to Fonda Ambiente Italiano (FAI), the national trust of Italy. A private, non-profit group, FAI supports protection and restoration of artistic heritage, owning properties including castles, gardens, monastic buildings and other cultural assets in Italy. A competition was held for employees with winners receiving free admission to an FAI exhibition.

In February 2013, CWT **Hong Kong** was awarded the Caring Company Logo by The Hong Kong Council of Social Service (HKCSS) for their various responsible business achievements. One of the domains covered by the award is "Caring for the Community." CWT Hong Kong's community involvement activities included conducting two visits to the elderly in Kwai Chung Estate, participating in Hong Kong's Flag Day (a day dedicated to government-approved charitable fundraising), providing volunteer services to run a game booth for children in a shopping mall, and other general community services.

**Carlson Community Giving Campaign in the United States**



In the U.S., CWT employees provide annual financial support to a mix of opportunities that make an impact in the community locally, nationally and internationally through the Carlson Community

Giving Campaign. CWT participates in the campaign alongside one of its parent companies, Carlson, and other Carlson business units. Current campaign partners include the Greater Twin Cities United Way, American Diabetes Association, American Heart Association, American Cancer Society, Global Impact, and the Minnesota Environmental Fund.

# CHAPTER 8

## Glossary

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# Glossary

## Carbon Footprint

1] A carbon footprint, or corporate greenhouse gas (GHG) inventory, is an accounting of a company's operational emissions. The most common GHG is carbon dioxide (CO<sub>2</sub>), which is why greenhouse gases are often referred to as "carbon", however there are six different GHGs that make up an organization's carbon footprint;

2] A Carbon Footprint is a measure of the impact human activities (e.g., individuals, organizations or regions) have on the environment in terms of the amount of greenhouse gases produced, measured in units of carbon dioxide (CO<sub>2</sub>) or carbon dioxide equivalent (to account for the global warming potential).

## Carbon Neutral

"Carbon Neutral" and "Climate Neutral". Companies can compensate for CO<sub>2</sub> emissions by offsetting. By compensating 100 percent of their emissions, they can claim to be "carbon neutral". By offsetting not only CO<sub>2</sub> emissions but also the climate impact of other greenhouse gases, an organization can make itself "climate neutral."

## Carbon Offsetting

A carbon offset is a reduction in or sequestration of emissions of carbon dioxide or other greenhouse gases, made in order to compensate for or to offset an emission made elsewhere. Carbon offsets are usually measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), a measure used to compare the impact of greenhouse gases based on their global warming potential (GWP). Carbon offsets are derived from projects such as tree-planting or renewable energy, etc.

## Corporate Greenhouse Gas (GHG) Inventory

See Carbon Footprint.

## Corporate Social Responsibility

Corporate Social Responsibility (CSR) is often used as a synonym for sustainability programs of organizations. Companies commit themselves to be good citizens with principles around environmental, social, ethical and other dimensions of sustainability.

## Corporate Sustainability

A company's delivery of long-term value in financial, social,

environmental and ethical terms. In UN Global Compact definition, it covers all principles and issue areas of the Global Compact. The terms "corporate sustainability", "corporate responsibility" and "sustainability" are used interchangeably.

## Defra

See United Kingdom Department for Environment, Food and Rural Affairs (Defra).

## Due Diligence

Comprehensive, proactive process to identify the actual and potential negative social, environmental and economic impacts of an organization's decisions and activities over the entire life cycle of a project or organizational activity, with the aim of avoiding and mitigating negative impacts.

## Duty of Care

A requirement that a person act toward others and the public with watchfulness, attention, caution and prudence that a reasonable person in the circumstances would. If a person's actions do not meet this standard of care, then the acts

are considered negligent, and any damages resulting may be claimed in a lawsuit for negligence.

## Greenhouse Gas (GHG) Protocol

The Greenhouse Gas Protocol (GHG Protocol), a decade-long partnership between the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. Official website: [www.ghgprotocol.org](http://www.ghgprotocol.org)

## Greenhouse Gases

Gases that cause climate change. The gases covered under the Kyoto Protocol are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydro fluorocarbon (HFCs), per fluorocarbons (PFCs) and sulfur hexafluoride (SF<sub>6</sub>). See Carbon Footprint.

## Global Compact

See United Nations Global Compact (UNGC).

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**Global Reporting Initiative (GRI)**

The Global Reporting Initiative (GRI) is a non-profit organization that works towards a sustainable global economy by providing sustainability reporting guidance. For more on GRI, see [www.globalreporting.org/Pages/default.aspx](http://www.globalreporting.org/Pages/default.aspx)

**ISO 14000**

Also ISO 14001:2004. ISO 14001 is a management standard for environmental management systems (EMS). The International Organization for Standardization (ISO) has many other standards dealing with specific environmental issues. ISO 14001:2004 provides a framework for a holistic, strategic approach to the organization's environmental policy, plans and actions. A related standard (ISO 14064) specifies principles and requirements at the organization level for quantification and reporting of greenhouse gas emissions and removals. Official website: [www.iso.org](http://www.iso.org)

**ISO 26000**

Also ISO 26000:2010. ISO 26000:2010 provides guidance to all types of organizations, regardless of their size or location, on: concepts, terms

and definitions related to social responsibility; the background, trends and characteristics of social responsibility; principles and practices relating to social responsibility; the core subjects and issues of social responsibility; integrating, implementing and promoting socially responsible behaviour throughout the organization and, through its policies and practices, within its sphere of influence; identifying and engaging with stakeholders; and communicating commitments, performance and other information related to social responsibility. ISO 26000:2010 is intended to assist organizations in contributing to sustainable development. Official website: [www.iso.org](http://www.iso.org)

**Kyoto Protocol**

The Kyoto Protocol is an international agreement linked to the United Nations Framework Convention on Climate Change (UNFCCC). The major feature of the Kyoto Protocol is that it sets binding targets for 37 industrialized countries and the European community for reducing greenhouse gas (GHG) emissions. More official information: [unfccc.int/kyoto\\_protocol/items/2830.php](http://unfccc.int/kyoto_protocol/items/2830.php)

**Non-Government Organization (NGO)**

A Non-Government Organization (NGO) is a legal entity created by private persons or organizations with no participation or representation of any government.

**Offsetting**

Offsetting is the practice of companies financing projects that avoid, reduce or capture greenhouse gas emissions. The alternative is to purchase and retire "pollution rights" from carbon cap-and-trade markets.

**Responsible Business**

A responsible company should have in place a managerial system to integrate ethical, human rights, social and environmental concerns into its core strategy and business operations.

**Responsible Travel Management**

An integrated approach that allows organizations to enable corporate mobility in a cost-effective manner while providing for the environment, staff and the broader community.

**Social Responsibility**

Responsibility of an organization for the impacts of its

decisions and activities on society and the environment.

**Sphere of Influence**

Range/extent of political, contractual, economic or other relationships through which an organization has the ability to affect the decisions or activities of individuals or organizations.

**Stakeholder**

Individual or group that has an interest in any decision or activity of an organization.

**Stakeholder Engagement**

Activity undertaken to create opportunities for dialogue between an organization and one or more of its stakeholders, with the aim of providing an informed basis for the organization's decisions.

**Sustainable Development**

1] For a company, initiating a sustainable development effort means reconciling business development and financial performance with social and environmental responsibilities. That's what's called Corporate Social Responsibility or Responsible Business. It involves integrating human resources, environmental,



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ethical and corporate citizenship concerns into the company's business and its relations with its stakeholders. See also *Corporate Sustainability and Responsible Business*.

2] Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

### **U**nited Nations Global Compact (UNGC)

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere. For more on the UN Global Compact, visit the website [www.unglobalcompact.org](http://www.unglobalcompact.org).

### **United Kingdom Department for Environment, Food and Rural Affairs (Defra)**

Defra has published good introductory information on climate change and greenhouse gas emissions on their website. The UK has its own code of best practices for carbon offsetting and provides a method for carbon footprint analysis. Climate related overview: <https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs>



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