

A dynamic splash of water in shades of teal and blue, with numerous colorful circular icons floating within it. The icons represent various themes such as business, environment, social responsibility, and community. The text 'Responsible Business Report 2013' is overlaid on the left side of the splash.

# Responsible Business Report 2013

 SHINE WITH CWT

Carlson  
Wagonlit  
Travel  




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# 1

## Introduction

- ▣ About this Report
- ▣ President & CEO's Message

# About this Report

Last year, Carlson Wagonlit Travel (CWT) released its first consolidated, corporate-level annual Responsible Business (RB) report that illustrated the company's 2012 commitments and initiatives across the globe.

This year's report aims at showing the progress we have made in 2013 – from the formalization of our RB strategy to the establishment of a solid governance to ensure the strategy's effective deployment.

We have created a dedicated section on RB Governance as well as RB Performance – illustrating our initiatives, main indicators, and priorities for 2014 and 2015.

As a United Nations Global Compact (UNGC) signatory, this document also represents our annual Communication on Progress report, detailing how we are integrating UNGC's Ten Principles into our activities.

The report is available on CWT's corporate website at [www.carlsonwagonlit.com](http://www.carlsonwagonlit.com). We welcome your feedback, suggestions and questions. To learn more about Responsible Business at CWT, please contact us at: [responsiblebusiness@carlsonwagonlit.com](mailto:responsiblebusiness@carlsonwagonlit.com)



# President & CEO's Message

Dear reader,

**T**hank you for taking a few moments to learn more about CWT's commitment to Responsible Business. At CWT, conducting our business responsibly is integral to the way each of us works every day. There is no higher priority than doing what is right and treating all stakeholders with respect.

We made significant and tangible progress in 2013. We formalized our Responsible Business strategy around 15 long-term commitments that help drive progress on our seven Responsible Business domains. We also formalized a Responsible Business governance process that helps embed Responsible Business practices at all levels of the company, all over the world. I chair the Responsible Business Council charged with ensuring this, in cooperation with our global leader for Responsible Business, and a global network of Responsible Business Ambassadors and Country Correspondents.

CWT continues to exercise our support and commitment to making further progress in the areas of human rights, labor, environment and anti-corruption since becoming a signatory to the UN Global Compact in 2012. We strive to make the UN Global Compact's Ten Principles an integral part of CWT's strategy and culture.

As you read through our 2013 report, I hope you'll get a sense of the passion and commitment our people display for doing the right thing – on behalf of our company, colleagues, clients, and communities – each and every day.



“  
CWT remains fully committed to the Ten Principles of the UN Global Compact. In these important areas, the Global Compact provides the inspiration and values that underline our Responsible Business program.  
”



Douglas Anderson  
President & CEO





# 2

## CWT at a Glance

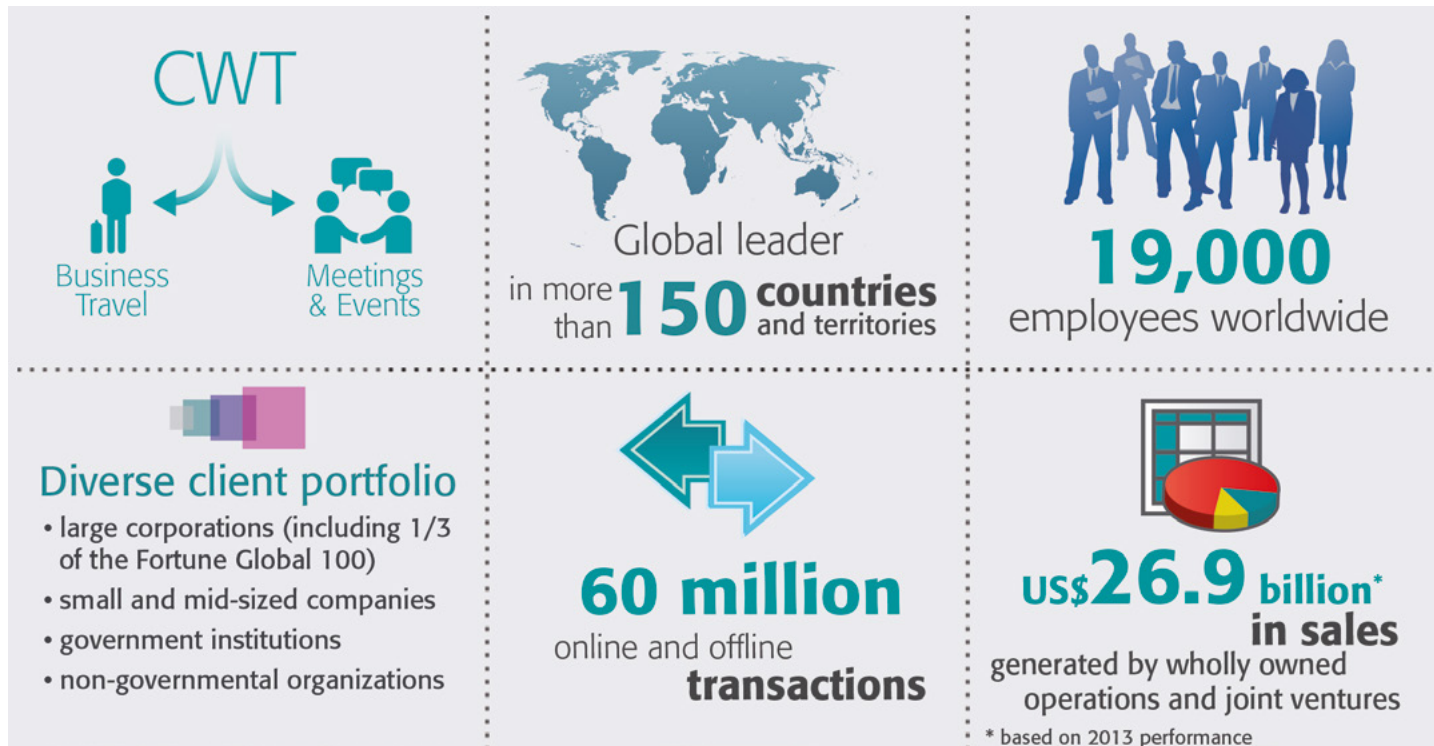
- ▶ Key Facts and Figures
- ▶ Our Global Products and Services
- ▶ Awards and Recognitions



# Key Facts and Figures





CWT is the global leader specialized in managing business travel and meetings and events. We serve companies, government institutions and non-governmental organizations of all sizes. By leveraging both the expertise of our people and leading-edge technology, we help clients derive the greatest value from their travel program in terms of savings, service, security and sustainability. CWT also provides best-in-class service and assistance to travelers.

## 2013 Key Figures



# Our Global Products & Services

CWT delivers efficient and innovative solutions for travel and meetings and events management, by leveraging our global reach with the best people and superior service. In some markets we also offer leisure travel services.

<p><b>Business Travel</b></p>  <p>An industry leader, offering <b>traveler services</b> to provide travelers the support needed to be productive and safe during their trips and <b>program services</b> so travel buyers have access to information and tools to quickly adapt to ever-evolving internal and external dynamics.</p> <p><a href="http://www.carlsonwagonlit.com">www.carlsonwagonlit.com</a></p>		<p><b>Meetings &amp; Events</b></p>  <p>A global leader in events and meetings management, present in 75 countries worldwide, offering <b>events, venue sourcing, group travel, and strategic meetings management.</b></p> <p><a href="http://www.cwt-meetings-events.com">www.cwt-meetings-events.com</a></p>
 <p><b>CWT Solutions Group</b></p> <p>A global consulting company specialized in travel program optimization.</p> <p><a href="http://www.cwt-solutions-group.com">www.cwt-solutions-group.com</a></p>	 <p><b>CWT Energy, Resources &amp; Marine</b></p> <p>Specialized business travel services for unique sector requirements.</p> <p><a href="http://www.cwt-energy-resources-marine.com">www.cwt-energy-resources-marine.com</a></p>	<p>To know more about our products and services, visit our websites and download our corporate brochure.</p>

# Awards and Recognitions

CWT is recognized in the industry for its innovative products and best-in-class services. Here are examples of our recent achievements:

## CWT Won Best Corporate Travel Agency for the Second Consecutive Year at the TTG Travel Awards



CWT Asia Pacific was awarded the prestigious title of Best Corporate Travel Agency for the second year in a row at the TTG Travel Awards for 2013. The TTG Travel Awards recognize the best of Asia Pacific's travel industry and are organized annually by TTG Asia to honor top-performing organizations that have consistently proven to the industry their commitment to service excellence.

The announcement was made at the 24th Annual TTG Travel Awards Ceremony & Gala Dinner held in Bangkok, Thailand in October 2013.

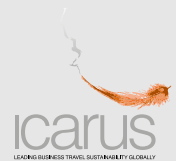
## WorldMate Won at EyeforTravel Mobile Innovation in Travel Awards

In March 2014, CWT announced that WorldMate, its mobile subsidiary, won 'Best Mobile Travel User Experience' at the EyeforTravel Mobile Innovation in Travel Awards, held in San Francisco.

This win, in a category that recognize companies that adopt new technology to create an optimized, prioritized experience for mobile visitors, marked the third consecutive year that WorldMate had won an award at the event, and meant WorldMate had won every app competition it has entered since 2010. In 2013, CWT earned a double victory at the Awards, with WorldMate winning 'Best Mobile App', and CWT 'Best Mobile Strategy'.

## CWT Won 2013 GBTA Project ICARUS Award for the CWT Travel Stress Index

In September 2013, CWT was awarded the 2013 GBTA Project ICARUS Sustainability Outstanding Achievement Award – Intermediary, for the patent-pending *CWT Travel Stress Index*. The awards are designed to recognize the companies that offer best-in-class delivery of sustainability principles in the supply of travel and meetings programs. Launched in April 2013, the *CWT Travel Stress Index* helps companies focus on increasing traveler productivity while on-the-road. The tool promotes the wellbeing of a traveling workforce and helps companies address their Responsible Business duties by demonstrating the positive effect of traveler-centric policies.



CWT is also recognized in the different countries where we operate. To learn more, please visit our country corporate websites:

[www.carlsonwagonlit.com/en/selectCountry.html](http://www.carlsonwagonlit.com/en/selectCountry.html)

# 3

## Responsible Business Strategy & Governance

- ▶ Introduction
- ▶ Responsible Business Stakes
- ▶ Our RB Ambition for 2015
- ▶ Responsible Business Governance
- ▶ 2013: Illustrated Year in Review
- ▶ UN Global Compact

# Introduction

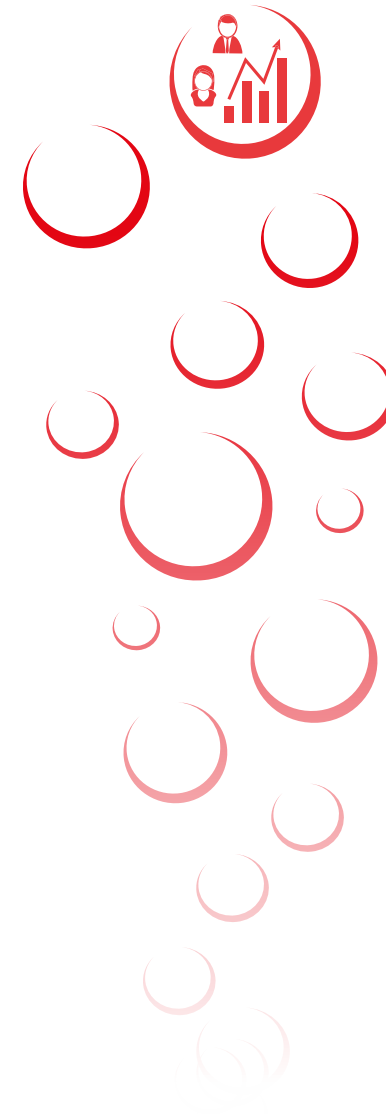
Long-dedicated to corporate responsibility (CR), CWT elevated its commitment to the next level in 2013 with the publication of the company's Responsible Business (RB) strategy and objectives. The company's RB strategy is to install a structured, comprehensive approach company-wide and to instill corporate responsibility at the core of our business.

## *A Materiality Approach*

In dealing with RB challenges, major stakes are prioritized and mapped according to their contribution to the company's business activities and stakeholders' expectations. This rigorous, methodical approach enables the company to set RB strategies and programs, develop implementation plans and track progress. A major step forward was achieved in 2013 with the definition of 15 concrete RB objectives CWT aims to achieve by end of 2015.

## *A Global Governance*

To further embed RB into its day-to-day activities, the company has developed a robust RB governance framework and organization, carefully-designed to ensure accountability and alignment across the company.



# Responsible Business Stakes

The CWT approach to Responsible Business (RB) is built upon the use of well-established methods to identify and prioritize issues and challenges facing the company. Because we focus on those risks and opportunities with the greatest potential material impact, both short- and long-term, we describe our approach as materiality-based. By understanding and measuring each potential risk and opportunity, we are able to evaluate what is at stake for each one. This practical, grounded approach helps us remain focused on stakeholder expectations and business imperatives as we track RB progress and enhance performance.



*Interview with Françoise Grumberg,  
Vice President, Global Responsible Business*

**Q: What does it mean to analyze material stakes?**

**A:** It involves reporting on all topics that can impact CWT's business and brand. "Material" challenges or stakes carry potential business or reputational risks and opportunities. Effective responses can enable the company to reinforce its performance, from both a corporate responsibility and business perspective.

**Q: How and when are materiality analyses/assessments conducted?**

**A:** The evaluations involve in-depth analyses of sustainability issues both internally and across our sphere of influence. This ongoing process spans customer and employee expectations, risk assessment, environmental impact, ethics and compliance, supply chain and community involvement. Following an initial assessment in 2012, we conducted another review in 2013 and will continue to analyze stakes and materiality regularly.

We began by using recognized Responsible Business frameworks and standards such as the Global Reporting Initiative (GRI), UN Global Compact and ISO 26000. Then we aligned these to the specificities of our industry, further refining our analysis through interviews with both internal and external experts.

**Q: How is the materiality analysis used to define and drive CWT's Responsible Business strategies?**

**A:** We use the output of the materiality analysis to map CWT's Responsible Business priorities, ranking the stakes according to stakeholder expectations and potential impact on CWT's overall activities. The relative position of each stake provides the roadmap for our Responsible Business action plan. This approach will be complemented by a dashboard of KPIs to monitor implementation and results.

## Applying the Materiality Approach to Set Priorities

Issues identified through materiality analyses are ranked according to two criteria: positive or potentially negative impact on CWT, and probability of occurring. Following ranking according to impact and probability, final ratings are adjusted based on feedback from internal subject matter experts.

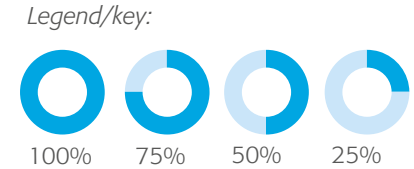
This methodology was applied to 20 stakes identified in the materiality assessment, classified into seven Responsible Business domains:

Responsible Business Governance	Ethics & Business Behavior	Human Resources	Environment	Responsible Products & Services	Human Rights	Community Involvement
Global Responsible Business Policy and Governance	Ethics Governance and Compliance	Talent Acquisition and Human Capital Development	Energy and Carbon Management	Data Protection	Responsible Relations with Partners & Suppliers	Global Community Involvement Strategy and Policy
Responsible Business Dashboard & KPIs	Ethics towards Stakeholders	Social Dialogue & Employee Satisfaction	Electronic Waste and Paper Management	Client Safety	Diversity and Equal Opportunities	Contribution to the Local Economic and Social Development
Regular Stakeholder Dialogue		Health and Safety at Work		Business Continuity Management		
		Working Conditions		Green Portfolio		
				Innovation and Responsible Portfolio		
















# Our Responsible Business Ambition for 2015

CWT's Responsible Business (RB) strategy takes into account current RB trends, regulatory issues, environmental and societal concerns, as well as the results of the RB materiality assessment. In 2013, we took a major step forward by formalizing our strategy into a set of 15 long-term commitments that embrace top priorities in each of the RB domains. Progress will be measured and tracked based on 15 global objectives for 2015. In 2015, new objectives will be defined to take into account progress, achievements, evolving regulations and stakeholder expectations.



Domains	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013
<p><b>Ethics and Business Behavior</b></p>	<p><b>Business Ethics &amp; Compliance</b></p>	<p><b>1</b> Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles</p>	All employees are periodically trained to our ethics and compliance policies	
		<p><b>2</b> Spread the word to our key stakeholders about our ethics and zero tolerance approach</p>	Our set of global policies is fully deployed and their implementation monitored and regularly tested	
	<p><b>Privacy and Data Protection</b></p>	<p><b>3</b> Maintain a secure business environment for a global data and privacy protection program</p>	Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data	
<p><b>Human Resources</b></p> <p>and</p> <p><b>Human Rights</b></p>	<p><b>Diversity</b></p>	<p><b>4</b> Leverage diversity as one of CWT's major assets</p>	Further expand diversity and inclusion initiatives in all regions	
	<p><b>Employee Engagement</b></p>	<p><b>5</b> Cultivate a highly engaged workforce</p>	Reach the level of best performing companies	
	<p><b>Human Capital Development</b></p>	<p><b>6</b> Establish workforce readiness to deliver against future business needs</p>	Ensure leading edge development planning to our talents worldwide	

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

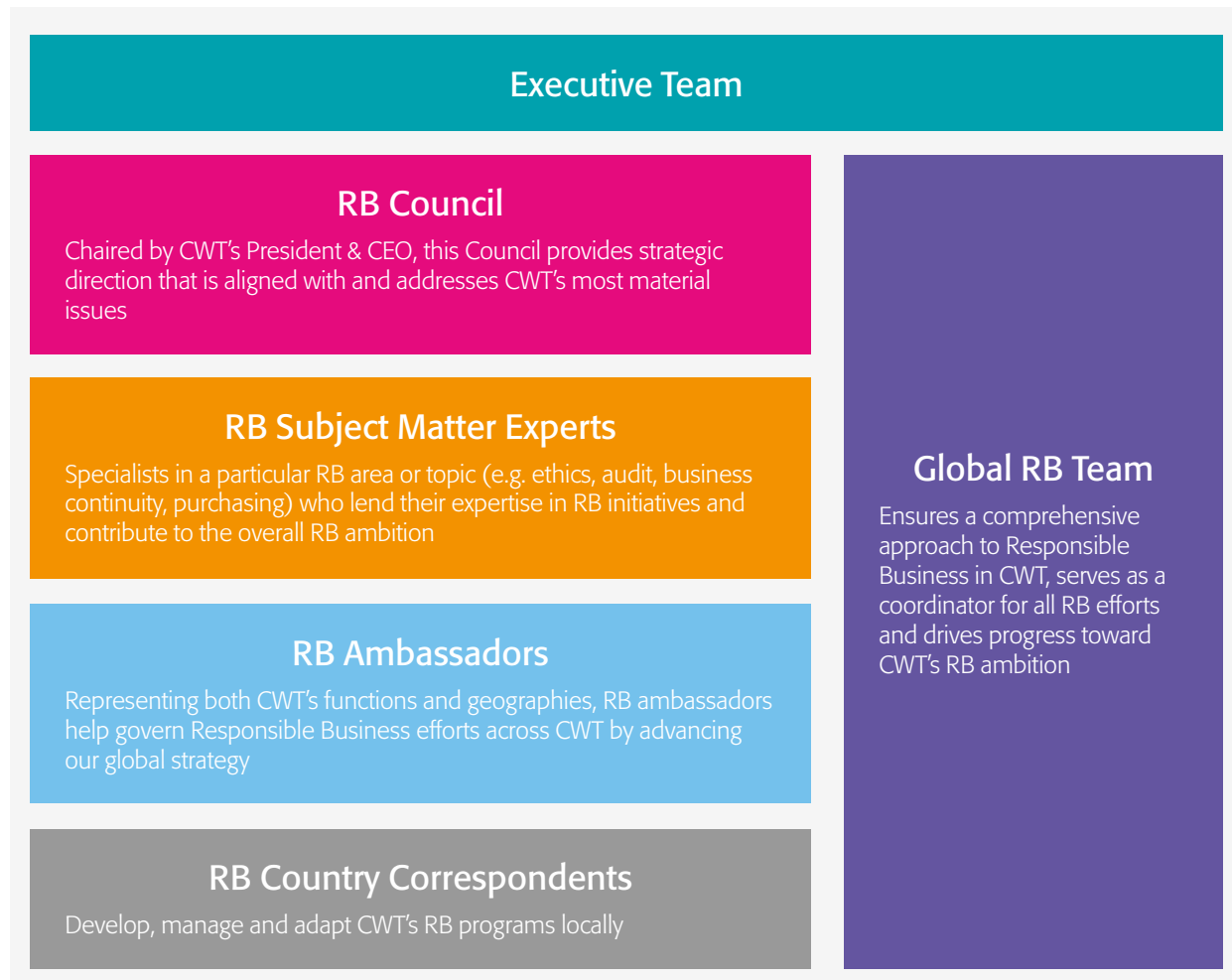
# Responsible Business Governance Overview

It is clear that Responsible Business (RB) is a business imperative for CWT. We have integrated it into our overall business strategy and now we are further embedding RB into our day-to-day operations and culture.

To that end, we have developed a robust RB governance framework and organization, carefully designed to ensure accountability and alignment across the company.

The RB Council, which is chaired and led by CWT President & CEO Douglas Anderson, provides RB strategic direction and impetus. CWT's Responsible Business Governance structure reflects the company's matrix organization.

Information flow is two-way and non-linear among the members of the governance structure, facilitating a participative and collaborative approach.



# Responsible Business (RB) Council

Comprising executives and experts in various RB domains, the RB Council focuses on CWT's most material issues and shapes long-term RB strategy. It ensures that the RB strategy is implemented company-wide and becomes part of CWT's culture and day-to-day activities. By ensuring management alignment worldwide and identifying barriers to progress, the Council enables the advancement of RB achievements.



**Douglas Anderson**  
President & CEO



**Patrick Andersen**  
President Americas



**Kelly Kuhn**  
President Asia Pacific



**Berthold Trenkel**  
EVP Traveler Services



**Jean-Luc Duchemin**  
EVP Global Human Resources



**Lisa Beth Lentini**  
VP Global Compliance



**Nick Vournakis**  
SVP Global Marketing



**Françoise Grumberg**  
VP Global Responsible Business



**Sophie Néron-Berger**  
VP Corporate Audit\*



**Andrew Waller**  
President EMEA and Global Partners Network



**Jerry Hogan**  
EVP & General Counsel



**Kevin O'Connor**  
EVP & Chief Information Officer

# Responsible Business Ambassadors

The Responsible Business Ambassadors help diffuse and develop CWT's RB strategy and initiatives throughout the company's worldwide organization. It is their role to identify specific areas for progress in their respective geographies or functions and to help local teams integrate RB into their daily business activities. Ambassadors promote RB-related programs by heightening the visibility of RB initiatives and by communicating on progress.



**Wes Bergstrom**  
Vice President APAC  
Global Supplier  
Management

*"Being part of this network allows me to drive RB within my team and all of GSM."*



**Philippe Gryc**  
Director Product & Marketing Energy, Resource and Marine

*"I'm looking forward to integrating RB into our specialty sector!"*



**John Pelant**  
Vice President  
Global Product  
Development

*"We are eager in IT to be an enabler and partner of RB!"*



**Kai Chan**  
General Manager  
Southeast Asia  
& Hong Kong

*"I'm proud to champion RB in Asia Pacific and am committed to embedding the program in all areas of our business."*



**Sophie Hulgard**  
General  
Manager  
Denmark

*"Engaging with the EMEA RB Country Correspondents is a very inspiring experience - we are all learning something new everyday!"*



**Christophe Renard**  
Vice President  
Solutions Group

*"Exciting times lie ahead as we increasingly include RB in our travel program conversations!"*



**Stephanie DeNote**  
Senior Director  
Revenue  
Performance  
Traveler Services

*"It's an honor to be the voice of Traveler Services - the largest population in CWT - in the RB network!"*



**Sara Lissick**  
Chief Financial  
Officer  
Americas

*"It's amazing to be working with all of these passionate people as RB change agents in CWT!"*



**Timothy Webert**  
Vice President  
Marketing Planning  
& Analytics

*"I am eager to take part in this great initiative and be the focal point for the Global Marketing & Enterprise Strategy team."*



**Anne Esling**  
Vice President  
Human Resources  
EMEA

*"HR can play a crucial role in embedding RB culture in our company - I'm proud to be part of this great initiative!"*



**Brigitte Nisio**  
Vice President  
Global Program  
Management  
EMEA

*"In all of our client presentations, I have been really impressed by the level of interest our customers have shown for our RB approach."*



## RB Country Correspondents

RB Country Correspondents develop, manage and adapt RB programs in their respective countries, taking into account local customs and conditions as well as local stakeholder expectations. Through such initiatives as local action plans, training programs and adaptation of global RB information, country correspondents help develop CWT's RB culture worldwide. They are also responsible for reporting on local achievements and challenges as well as specific RB risks and opportunities.

## RB Subject Matter Experts

As specialists and owners of a particular RB area or topic (e.g. ethics, audit, business continuity, purchasing, etc.), subject matter experts define objectives and develop action plans for their particular domain. As such, their expertise and commitment are critical to the achievement of overall RB goals.

## Global Responsible Business Team

The Global Responsible Business Team's mission is to ensure a comprehensive approach to Responsible Business at CWT. The team coordinates all RB efforts, facilitates sharing of good practices, drives progress toward CWT's RB ambition and proposes the overall RB strategy to the RB Council. It develops specific programs and initiatives across the company, in partnership with subject matter experts, representatives of corporate functions and the company's three geographical regions.

### Corporate Audit

The Corporate Audit Department is an independent, objective unit reporting to the Audit Committee and CFO, and is part of the Responsible Business Council

- ▣ Mission: identify and help mitigate risk, perform on-site audits, propose improvements
- ▣ Objective: help CWT deliver expected results in a responsible way

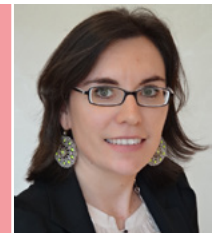
#### 2013 Achievements

- ▣ Conducted enhanced risk assessment by collecting risks from 60 senior managers and developing an audit plan closely aligned with these risks.
- ▣ Greatly expanded audit plan coverage, which includes Responsible Business practices, especially concerning ethics and compliance. Coverage continues to expand.
- ▣ Worked closely with Compliance team to ensure that ethical business guidelines are observed for such issues as bribery, corruption, trade sanctions, PCI and hospitality.
- ▣ Vice President Corporate Audit joined the Business Conduct Council.

“

An independent and objective Corporate Audit team is essential to sound governance. It provides an independent set of eyes to see how things are done and to identify gaps as well as opportunities to further reinforce operations. Our audit team is passionate about ensuring that key CWT objectives are met, especially in the field of Responsible Business.





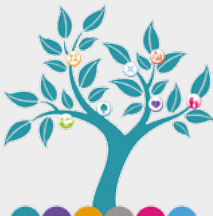



”



Sophie Néron-Berger  
Vice President Corporate Audit

# 2013: Illustrated Year in Review

Here are a few examples of Responsible Business achievements and events which helped continually refine our policy and develop momentum:

2013 January	June	July	September	October	November	December	January 2014
							
Responsible Business included into CWT's operational strategy	<p>Calculation of CWT's 2012 carbon footprint in France, UK, Ireland, Netherlands, Germany, Austria, US, Canada</p> <p><u>Publication of CWT's 15 Responsible Business Objectives by 2015</u></p> <p><u>Publication of our first global Responsible Business report</u></p>	Answered the Carbon Disclosure Project (CDP) Supply Chain questionnaire	Awarded the "European Sustainability Outstanding Achievement Award 2013" in the Travel Supplier Intermediary category by GBTA Project ICARUS for the <i>CWT Travel Stress Index</i>	Oct. 1 <sup>st</sup> , Values Day: "Making Your Connection with Responsible Business"	1 <sup>st</sup> Responsible Business Council led by our President & CEO, and launch of Responsible Business Ambassadors network	CWT granted silver recognition level based on the EcoVadis CSR rating	<u>Publication of CWT's Global Environmental Charter</u>

# UN Global Compact

## Ongoing Commitment to the Ten Principles of the UN Global Compact

The UN Global Compact is the world's largest voluntary corporate responsibility initiative, with more than 12,000 corporate participants and other stakeholders from over 145 countries. By committing to this strategic policy initiative in 2012, CWT formally pledged to align its operations and strategies to ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. CWT's signing of the UN Global Compact signaled the company's determination to further operate in a way that nurtures respect, dignity and sustainability. In 2013, CWT used the UN Global Compact self-assessment tool to evaluate the evolution of its performance in implementing the ten principles.

## Self-Assessment to Measure Annual Progress

As a practical framework for the development, implementation and disclosure of sustainability policies and practices, the UN Global Compact offers participants a variety of work streams, management tools and resources to help advance sustainable business models and markets. These include a voluntary self-assessment tool, designed to help companies assess and track compliance with the UN Global Compact Ten Principles.

CWT began implementing the UN Global Compact self-assessment on an annual basis in 2012, establishing a baseline to track and measure future progress and achievements.

## UN Global Compact Ten Principles

### HUMAN RIGHTS

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

### LABOR

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labor;

**Principle 5:** the effective abolition of child labor; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

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

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

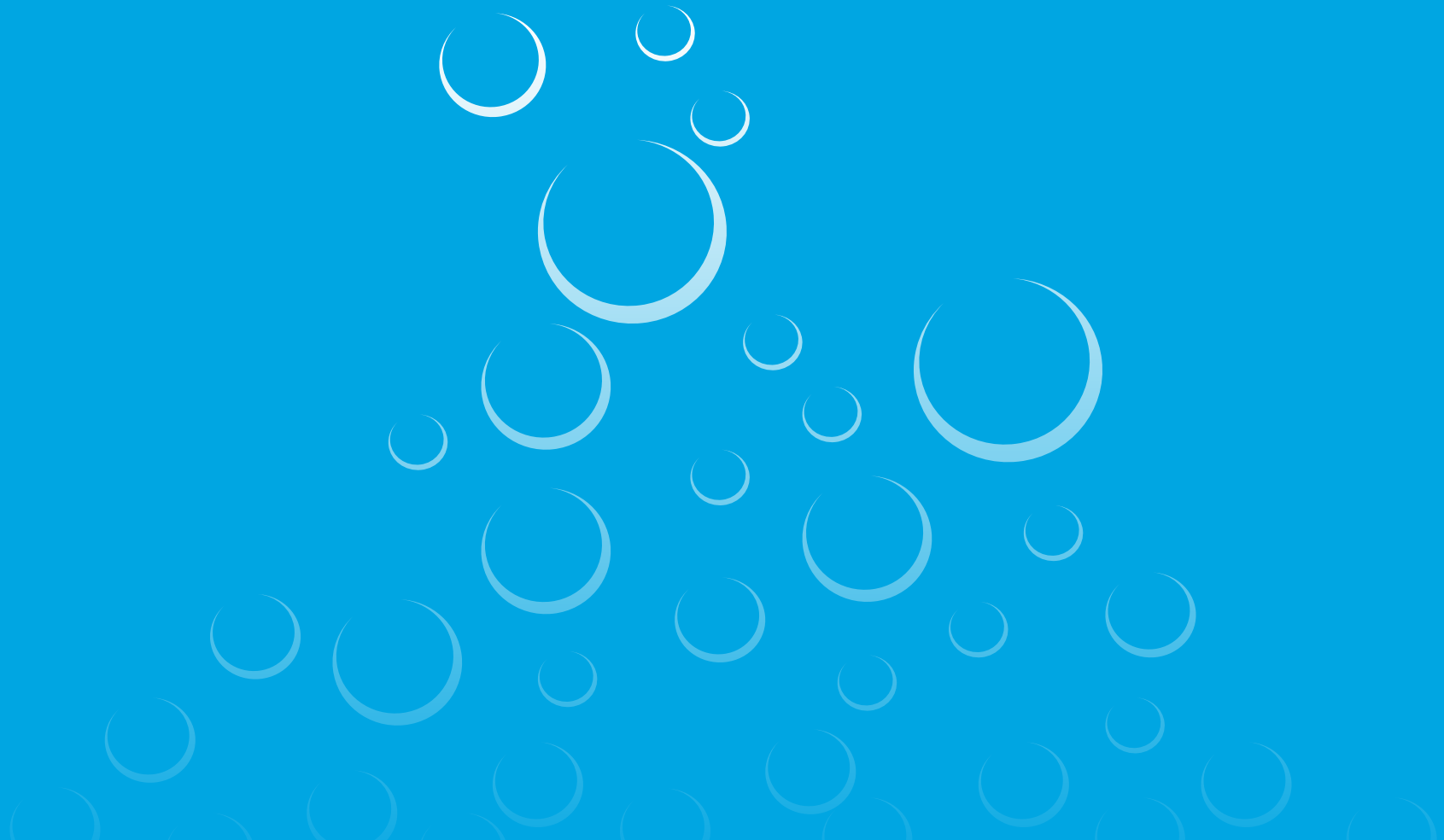
**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.





## Where to find examples in this document showing how we infuse the UN Global Compact Ten Principles into our activities

UN GLOBAL COMPACT TEN PRINCIPLES	RB REPORT CHAPTERS	RB REPORT SECTIONS	PAGES
<b>HUMAN RIGHTS</b> Principles 1, 2	4: Ethics & Business Behavior 5: Human Resources	<ul style="list-style-type: none"> <li>▣ Our Code of Business Ethics and Conduct and Other Global Policies</li> <li>▣ Global Data Protection &amp; Privacy</li> <li>▣ Human Resources RB Objectives for 2015</li> <li>▣ Diversity, Inclusion &amp; Equal Opportunity</li> </ul>	32 - 34 35 - 36 40 44 - 45
<b>LABOR</b> Principles 3, 4, 5, 6	5: Human Resources	<ul style="list-style-type: none"> <li>▣ Employee Dialogue &amp; Employee Engagement</li> <li>▣ Diversity, Inclusion &amp; Equal Opportunity</li> <li>▣ Talent Acquisition</li> </ul>	43 44 - 45 46
<b>ENVIRONMENT</b> Principles 7, 8, 9	6: Environment 7: Responsible Products & Services	<ul style="list-style-type: none"> <li>▣ CWT and the Environment</li> <li>▣ Managing Our Carbon Footprint</li> <li>▣ Green Travel: Tools to Reduce the Carbon Footprint</li> </ul>	59 - 60 61 - 68 76
<b>ANTI-CORRUPTION</b> Principle 10	4: Ethics & Business Behavior 8: Community Involvement	<ul style="list-style-type: none"> <li>▣ 2013 Major Achievements &amp; 2015 Objectives</li> <li>▣ Governance</li> <li>▣ Global Policies</li> <li>▣ 3E Community Involvement Handbook</li> </ul>	29 30 - 31 33 80



# 4

## Ethics & Business Behavior

- ▶ Introduction
- ▶ 2013 Major Achievements & 2015 Objectives
- ▶ Governance
- ▶ Our Code of Business Ethics and Conduct
- ▶ Global Data Protection & Privacy

# Introduction

The CWT Code of Business Ethics and Conduct provides the foundation for the company's commitment to high standards and ethical behavior. Updated and expanded in 2013, the code applies to all CWT employees and to all CWT business partners. Closely aligned to the company's Core Values, the enhanced Code of Business Ethics and Conduct presents not only the letter of the company's rules but also the spirit behind them.

To ensure the highest standards of ethical conduct, CWT has invested in a global compliance organization. Comprised of recognized professionals, the compliance team monitors activities on a regular basis and initiates corrective action as needed.

The company's compliance program is designed to detect and prevent violations of the law, respond to potential issues and proactively deter problematic behaviors and actions. Preventive measures implemented include mandatory live and online trainings and awareness programs

driven by the Global Compliance team. Dedicated compliance officers are located in every region worldwide.

The company has put into place multiple ways for employees to raise concerns over ethics and business behavior, including (where permitted by law) a 24/7 telephone hotline and internet reporting form. Employees who raise good faith concerns regarding potential compliance violations are protected from retaliation.

As part of its commitment to ethical business, CWT is dedicated to protecting data and personal privacy. The global Data Protection & Privacy Steering Committee oversees and provides guidance to CWT's related programs in this area. The CWT Data Protection and Privacy Policy covers a comprehensive range of data practices, from data collection and processing to data storage, transfers and deletion.



## 2013 Major Achievements

- ▶ Dedicated compliance personnel assigned and operating in each region worldwide
- ▶ All compliance team members qualified within first year of hire as Certified Compliance and Ethics Professionals (CCEP)
- ▶ Compulsory training and education implemented to reinforce an ethical culture: more than 10,000 employee hours of live training in 2013; more than double that figure in online training through CWT University
- ▶ Tone from the Top: All executive team members are required to communicate and train regularly on compliance and ethics topics as part of their performance criteria
- ▶ Transparent, open dialogue involving clients, suppliers and other external parties with CWT's compliance professionals
- ▶ Policies and procedures implemented to address specific areas of concern
- ▶ Targeted, risk-based compliance monitoring and auditing
- ▶ Multiple channels available to employees, suppliers, partners and clients (as permitted by law) to report concerns and violations
- ▶ Code of Business Ethics and Conduct
  - ▶ Almost 100% Ethics Training completed
  - ▶ Enhanced Code of Business Ethics and Conduct (global rollout in 2014)
- ▶ Fraud training
  - ▶ Reporting policy and procedures aligned to CWT investigations protocol and finalized
  - ▶ Initial fraud training program created

## Ethics & Business Behavior RB Objectives for 2015

Domain	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013
 <b>Ethics and Business Behavior</b>	<b>Business Ethics &amp; Compliance</b>	<b>1</b> Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles	All employees are periodically trained in our ethics and compliance policies	
		<b>2</b> Spread the word to our stakeholders about our ethics and zero tolerance approach	Our set of global policies is fully deployed and their implementation monitored and regularly tested	
	<b>Privacy and Data Protection</b>	<b>3</b> Maintain a secure business environment for a global data and privacy protection program	Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data	

# Ethics and Compliance Governance

As part of its Responsible Business (RB) efforts, CWT is committed to the highest standards of ethical conduct. The company has put into place a worldwide organization to govern RB policies and practices and to ensure that sound business practices infuse all employee behavior on a daily basis. The CWT commitment to RB involves all levels and all geographies within the company.

A dedicated team operates worldwide to ensure compliance with the CWT Code of Business Ethics and Conduct and related policies to track adherence to ethical business practices. Headed by the Vice President Global Compliance, who reports directly to the Executive Team, the compliance team is comprised of Certified Compliance and Ethics Professionals (CCEP). The company's compliance professionals conduct and monitor due diligence on a regular basis. Corrective action is taken whenever issues are identified.

## Global Compliance at CWT

CWT's corporate compliance program is designed to detect and prevent violations of the law, respond to potential issues and proactively deter problematic behaviors and actions. It also aims to reduce the likelihood of unethical activity by employees, partners, contractors, officers and directors. CWT compliance officers, located in every region of the world, enforce CWT's high standards across all our activities.

## Governance Structure

### Board of Directors

The Board is responsible for oversight of CWT's global compliance programs. Directors receive regular updates on compliance at each meeting and an Annual State of Compliance update, presented by the EVP & General Counsel and/or the VP Global Compliance.

### Business Conduct Council (BCC)

The Business Conduct Council (BCC), the company's top compliance governance body, supports management's commitment to promote legal compliance and high ethical standards throughout the company, and to sustain the highest level of trust with our customers. By providing robust oversight from the company's senior management, the BCC ensures management alignment and ultimate accountability for the development, implementation and monitoring of compliance best practices. The BCC meets every eight weeks to review ethics and compliance issues and progress on initiatives.

### BCC Membership

The BCC is chaired by President & CEO Douglas Anderson. Other members of the BCC include:

- ▶ EVP & General Counsel
- ▶ EVP & CFO
- ▶ EVP Global HR
- ▶ EVP Traveler Services
- ▶ EVP & CIO
- ▶ EVP Global Marketing & Enterprise Strategy
- ▶ Regional Business Presidents
- ▶ VP Global Compliance
- ▶ VP Corporate Audit
- ▶ VP Global Responsible Business

### Global Compliance Team

The Global Compliance team is led by Lisa Beth Lentini, VP Global Compliance. Full-time compliance officers support her by providing regional compliance leadership in Asia-Pacific; Europe, Middle East and Africa; Latin America and North America.

# Ethics and Compliance are Everyone's Responsibility

Adherence to compliance and ethical standards is integral to the responsibilities of each CWT employee and our partners. Failure to comply with these requirements is viewed seriously and will subject individuals to disciplinary action, up to and including termination. CWT has developed policies and procedures that describe how the duties and obligations of CWT employees are to be performed. CWT employees are required to know, understand and follow all policies and procedures that apply to their work, and to seek clarification from their supervisor, the Legal Department or the Compliance Office if they have any questions.

## International Industry Initiatives

### UN Global Compact

As a UNGC signatory, CWT is committed to upholding its Ten Principles. Underlining the importance of anti-corruption, the tenth principle states: "Businesses should work against corruption in all its forms, including extortion and bribery."

### TRACE International

Our continued membership of TRACE International signals our commitment to transparency in our business practices and transactions and helps us stay up-to-date on corporate compliance issues.



# Our Code of Business Ethics and Conduct and Other Global Policies

The [CWT Code of Business Ethics and Conduct](#) gives life to our Core Values. As we continue to build on our long-standing reputation for high standards and ethical behavior, the Code provides key guidelines. 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 the company.

## *Enhanced Code of Business Ethics and Conduct*

The Code of Business Ethics and Conduct was updated in 2013 to expand its scope and provide more guidance – both generally and on specific areas of business ethics and conduct. In addition to specific areas, such as conflicts of interest, gifts and entertainment, and data protection, the new version underlines the principles and values underlying various business practices. The idea is to present not only the letter of the company's rules but also the spirit behind

them. Closely aligned to the company's Core Values, the updated Code positions business ethics and conduct as the critical foundation for CWT's long-term business strategy.

Because this is a shared commitment, the CWT Code of Business Ethics and Conduct applies to every individual and contractor who works for CWT or represents it. Employees are expected to share applicable policies and best practices with contractors, consultants and appropriate third parties to ensure that they too conduct themselves appropriately when doing business on CWT's behalf.

The new, enhanced Code, which includes examples of scenarios, is written in layman's terms to make it easier to understand and

use. It exists in 17 languages and provides details about getting help and reporting ethical problems or questionable practices through proper channels.

CWT's Code is supplemented with a set of additional policies to further focus and provide guidance on major topics including but not limited to gifts and entertainment, fraud, anti-bribery, conflict of interest, data protection, and environment protection.

In this way, employees, suppliers, business partners and others can better understand the philosophy and values behind various policies and practices and how they align with company strategy in general.

“

Since its creation, Carlson Wagonlit Travel has built an ethical culture by doing business in an open, honest way and by taking the right steps to deliver results. Holding ourselves to these standards benefits our colleagues, clients, suppliers and shareholders and strengthens our relationships with them.

”



Douglas Anderson  
President & CEO



## Global Policies

CWT's Global Policies and Procedures (CWT Global Policies) have been developed to address certain areas of legal or regulatory compliance risk to enterprise-wide operations. There are some aspects of the Company's Code of Business Ethics and Conduct that are also expanded upon in CWT Global Policies. The following provides an overview of some of these policies.

### Prevention of Corruption and Anti-Competitive Practices

CWT has zero-tolerance for bribery and corruption. Employees and other stakeholders conducting business on behalf of CWT, or for the benefit of CWT, must always act in a manner consistent with CWT's commitment to doing business with integrity, including avoiding corruption of any kind. CWT complies with all applicable laws and regulations, such as the US Foreign Corrupt Practices

Act (FCPA), the Bribery Act of 2010 in the UK and similar anti-corruption laws elsewhere.

This policy extends to all CWT business dealings and transactions in all countries in which we operate and applies to all employees, directors, agents, consultants, joint ventures and other contracted partners. An important part of this anti-corruption policy requires CWT to maintain books and records that detail the nature of all transactions undertaken by CWT and the disposition of CWT assets worldwide. Across all employees, no one is allowed to request or receive any payment from, or make any payment to, clients or potential clients, competitors, suppliers or government authorities that could influence commercial transactions.

### Conflicts of Interest

CWT does not permit employees to engage in activities where their own personal

interest or that of persons or companies in which they have ties or links (financial or otherwise) conflict with CWT's interest. Situations that could create a conflict, or the appearance of a conflict, are not permitted.

Under the CWT Code of Business Ethics and Conduct, no employee is allowed to use CWT proprietary information or other confidential information entrusted to CWT to obtain any improper personal benefit for themselves, their families or any other person.

CWT launched a mandatory, proactive annual attestation in the form of a Conflicts of Interest Disclosure Form for senior management worldwide in 2013.

### Gifts & Entertainment

CWT's expanded Gifts & Entertainment policy sets the principles for employees in both giving and receiving gifts, entertainment and hospitality. CWT prohibits employees or company

representatives from receiving, offering, promising or incurring expenditures that are intended to affect, or may reasonably be interpreted to influence or affect the impartiality of any party with whom company personnel and agents come in contact in the course of doing business.

### Trade Associations

Trade associations are, by definition, associations that bring together competitors and as such, create a risk of anti-competitive/anti-trust practices. That explains why trade associations are closely monitored by competition authorities, including the European Commission and the national competition authorities of the EU Member States. To prevent infringement of EU or national legislation, CWT monitors trade association participation by its employees and makes available additional training on competition law risks to individuals who represent CWT at trade association meetings.

### Compliance Tools and Reporting: CWT Helpline

CWT employees benefit from multiple ways to raise concerns over ethics and business behavior. These can include their managers, human resources, senior leadership, compliance and the Ethics Helpline. The Helpline is available as permitted by law to employees, clients and/or other third parties: by [phone](#) in many countries and/or through an [online tool](#).

To reinforce employee awareness, a regional internal communications effort focused on the Helpline and Compliance & Ethics program was begun in 2013 and will continue to be rolled out in 2014.

The Ethics Helpline, available 24/7, connects callers to an experienced, independent operator who speaks their language. Concerns are logged and addressed promptly by the appropriate person. CWT uses a third-party provider to ensure adherence to local privacy laws and to local reporting requirements.

### Protection from Retaliation

CWT strictly prohibits acts of retaliation that target a person because he or she has provided information in good faith or assisted an investigation into a possible violation of law.

#### 2014 Main Compliance Goals

CWT conducted in 2013 a risk assessment to benchmark its compliance and ethics program. The risk assessment was comprised of a Compliance & Ethics Program Assessment, a Compliance & Ethics Culture and Knowledge Assessment, a Compliance Environment Assessment, and interviews with select senior CWT employees. On the basis of the results of this work, CWT will take the necessary actions to further mitigate identified potential risks in the given areas. In line with that, and to heighten global awareness, a CWT Ethics and Compliance event will be held in 2014, at the same time as the enhanced Code of Business Ethics and Conduct is rolled out. Training efforts over the course of the year will focus on high-risk areas, and local and global efforts to mitigate compliance risks will be mapped.

“

At CWT our aim is to build an ethical culture, one that is open, transparent and honest. To do this we need to understand our employees' concerns and areas we can improve, and provide a number of channels for employees to raise their ethical concerns in a safe environment.

”



Lisa Beth Lentini  
Vice President  
Global Compliance

# Global Data Protection & Privacy

CWT is committed to protecting the data of travelers, participants in the meetings and events it organizes, and users of its websites, as well as the company's own data. The company regularly refines its data protection policies and practices, detailing how data may be used. Data protection and privacy are stipulated in client and supplier agreements and data protection requirements are included in CWT's supplier selection process.

The CWT Data Protection and Privacy Policy (referred to as "the Policy"), accessible on the [CWT corporate website](#), explains how CWT handles personal data. The policy covers data collection (from individuals and corporate clients), processing (profile management and other tools), and data storage and transfers (to third-party suppliers for travel bookings or meeting registrations). It also stipulates that personal data will be deleted upon request and/or after a client agreement is completed. In 2014, CWT will be advising new client travelers about its data processing policies and procedures through various channels, including implementation and traveler email (refer to Figure 1).



Figure 1: Traveler Notice – New client travelers will be advised of CWT data processing policies and procedures

In addition to its annual gathering, the company's Data Protection & Privacy Steering Committee met regularly throughout 2013. With increasing global sensitivity to personal data issues, this cross-functional committee continues to review new legal requirements and their impact on our services and systems. It also sets guidelines to enhance the CWT data protection and privacy program. In 2013, the Committee strengthened CWT's incident reporting process to continue to safeguard information security and renewed its annual Safe Harbor certification.

In keeping with the enhancements to the company's data protection and privacy program and process, all CWT employees are regularly trained in security measures and confidentiality.

### Data Protection & Privacy Steering Committee Membership

Regional and global leaders represent the Data Protection & Privacy Steering Committee from the following functions:

- ▶ Global Customer Product Marketing
- ▶ Global Information Technology
- ▶ Global Product Development
- ▶ Global Product Management
- ▶ Global Program Solutions
- ▶ Global Supplier Management
- ▶ Human Resources
- ▶ Information Security
- ▶ Legal and Compliance
- ▶ Regional representatives
- ▶ Traveler Services

“  
The need to protect individual data is increasingly important to our clients and their travelers. As data protection and privacy laws continue to evolve, CWT is vigilant in adapting its data protection and privacy program to provide the protection our clients demand and deserve.  
”



Benedicte Bayi  
Vice President and Assistant General Counsel

# 5

## Human Resources

- ▶ Introduction
- ▶ 2013 Major Achievements & 2015 Objectives
- ▶ CWT Core Values & Values Day
- ▶ Employee Dialogue & Employee Engagement
- ▶ Diversity, Inclusion & Equal Opportunity
- ▶ Talent Acquisition
- ▶ Human Capital Development
- ▶ Health & Safety
- ▶ Work-life Balance

# Introduction

As a provider of services, CWT recognizes that the company's success depends heavily upon its people. In recent years, CWT has placed a growing emphasis on talent acquisition. The goal of the company's global recruitment process is to attract and retain the most talented internal and external candidates from across industries and markets. Through CWT's global recruitment process, talent acquisition has become more selective in all countries – effectively targeting the best talents that will fit into our culture and embody our core values.

At the same time, CWT's comprehensive approach to human resource development and management is designed to ensure all employees have the opportunity to develop and harness their full potential. A huge and important part of this is ensuring the sustainability of the company's talent pool by giving particular attention to continuous development of leadership skills and capabilities.

To enhance competencies at all levels of the organization, CWT is increasingly

adopting high-impact learning methodologies in its talent development and management programs. These are aligned with CWT's global Performance Management approach by assessing employee performance based on both results and behavior.

As the largest population within CWT, travel counselors play a key role in the company's overall performance. Hence, preparing them for future opportunities and challenges through specific learning and development programs aimed at strengthening their skills is one of the company's top priorities.

Further, the bar has been raised not only to measure the levels of employee engagement, but also to inspire employees to be proactive actors in improving engagement and CWT's results. Initiatives around employee recognition, diversity and inclusion, among others, are also continuously being performed and implemented across the different sites in the organization. CWT recognizes the importance these play in our day-to-day activities and culture as a whole.

“  
Our people are at the heart of our company. The international nature of our business allows us to be cognizant of ever-evolving customer and market requirements. This drives us to ensure that our people are constantly trained and developed to be best-equipped to meet opportunities and challenges. Through our people, we have become, and we aim to remain, the world's leading travel management services company.  
”



Jean-Luc Duchemin  
Executive Vice President Global Human Resources

## 2013 Major Achievements

January / February	May	June	July	September	October	November	
		  			 		
<p>Responsible Business included into <b>CWT's operational strategy</b></p> <p>2013 Global Leadership Conference &amp; CEO Awards</p>	<p>CWT University Webinars</p> <p>People Advantage Launch</p>	<p>Traveler Services Global Appreciation week</p> <p>Publication of our first <u>Global Responsible Business Report</u></p> <p>Publication of CWT's <u>15 RB objectives by 2015</u></p>	<p>Global Leadership Journey</p> <p>Talent reviews</p> <p>Recruitment Management System launch</p>	<p><b>My Journey. My CWT.</b> Career Website launch</p>	<p>HR Ambassador Council to support People Advantage</p> <p>Employee Engagement Survey results</p> <p>Leading Leaders</p>	<p>Values Day: Making your connection with Responsible Business</p>	<p>Travel Counselor of the Future Award Launch</p>



## Human Resources RB Objectives for 2015

Domains	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013
 Human Resources and  Human Rights	Diversity	<b>4</b> Leverage diversity as one of CWT's major assets	Further expand diversity and inclusion initiatives in all regions	
	Employee Engagement	<b>5</b> Cultivate a highly engaged workforce	Reach the level of best performing companies	
	Human Capital Development	<b>6</b> Establish workforce readiness to deliver against future business needs	Ensure leading edge development planning to our talents worldwide	





# CWT Core Values

CWT's Core Values are central to the company's sustainability. They provide the framework that binds together the company's 19,000 employees; they establish the foundation for building trust between the company and its customers; and they set the guidelines for the company's relationship with all of its stakeholders.

Combined with the company Code of Business Ethics and Conduct, CWT's Core Values enable the company to recruit people aligned to its values, guide employees in their behavior and motivate them through a sense of belonging and pride in their organization.

**CWT Core Values form the cornerstone for the company's Responsible Business policies and practices. These Values, along with our Code of Business Ethics and Conduct, guide how we work, the choices we make and the responsibilities we fulfill every day.**



### Customer Care

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



### Reliability

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



### Commitment to Excellence

Continuously seeking higher levels of performance.



### Entrepreneurial Spirit

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



### 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.



### Integrity

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

# Values Day 2013

## Connecting with Responsible Business

Values Day 2013 gave employees an opportunity to discuss and brainstorm about the link between CWT's Responsible Business (RB) programs and its Core Values. The idea was to promote what it means for CWT to be a responsible company and to stimulate discussion throughout the organization.

At many sites, the connection between RB and the Core Values was illustrated by focusing on environmental issues and the company's three-year plan to reduce greenhouse gas emissions by ten percent by 2015. Others used the occasion to further develop awareness about what it means for CWT to be a responsible company and the importance of doing what is right to the company's success.

CWT employees worldwide set aside one day each year to focus on the company's Core Values. In 2013, Values Day focused on the connection between CWT's Core Values and Responsible Business.

### Country Events/Activities

CWT employees invented numerous ways to mark Values Day 2013 and set aside their regular daily work routines to focus on the company's Core Values. In addition to the many meetings, presentations and discussions held in dozens of CWT offices worldwide, hundreds of employees took part in a wide variety of competitions and celebrations.

Examples of activities included creating sculptures out of recycled or biodegradable materials, inscribing pledges, participating in quizzes and photo contests, encouraging employees to take public transportation to get to work on Values Day, climbing stairs to the office instead of using elevators, encouraging car-sharing and biking to work, and serving organic and natural food for breakfast to kick-start the event, among others.

In addition to events tied to the environment, Values Day 2013 also provided an opportunity for CWT employees to demonstrate their generosity by engaging in fund-raising activities and supporting their chosen charities. CWT employees in several countries also observed Values Day 2013 by encouraging employees to wear traditional clothing as a way to underline cultural diversity.



# Employee Dialogue

## Spotlight: Special Negotiation Body (SNB) in Europe

Created in 2012 to negotiate the creation of a CWT European Works Council, in accordance with the European Directive EC 2009/38, the Special Negotiation Body (SNB) met four times in 2013 to review such topics as governance, communication plan and escalation process, amendment procedures and other arrangements for negotiation. Three SNB meetings are planned for 2014.

The 22 countries represented in the SNB are Austria, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Poland, Romania, Spain, Sweden and the UK. The body is headed by Andrew Waller, President EMEA and Global Partners Network, who serves as president and represents CWT Central Management, while the SNB point-of-contact is Eric de Groot, Facility and Purchase Manager Netherlands.

# Employee Engagement

Employee engagement is critical to the company's long-term success. Engaged employees are more focused, motivated and excited about their jobs. They help create a positive and dynamic workplace where employees are loyal and prepared to go the extra mile to get the job done. This is why each year CWT organizes an engagement survey, asking all its employees to answer an online questionnaire.

The results of the company's annual employee engagement survey help track progress, highlight areas for improvement and support development of action plans. The CWT employee engagement survey methodology was enhanced in 2013 by refocusing on full engagement scores. Engagement reporting and action planning were also adapted accordingly.

Overall, survey results for 2013 showed very high scores for customer focus and customer commitment as well as high scores for employees' sense of accomplishment. Nearly 90 percent of employees responded to the survey. Almost 450 action plans were initiated between October 2013 and March 2014. These plans focus on more than two dozen issues, including career opportunities, communications, and supervision.

“

A fully-engaged workforce will make our company attractive as an employer and will inspire our people to go the extra mile; for the benefit of our customers, our business and all our employees!

”



Mark Karelse

Vice President  
Global Talent  
Management  
& Learning

# Diversity, Inclusion & Equal Opportunity

CWT's commitment to cultural diversity means that the company is dedicated to fostering respect and team spirit in the workplace, embracing and leveraging the company's multicultural character and providing equal opportunities to talented individuals. CWT employees worldwide manifested this commitment through a range of initiatives in 2013.

## Americas

The CWT US Diversity and Inclusion Council, established in 2007, helps ensure diversity and inclusion as a foundational part of CWT's culture. The council's Employee Partner Network (EPN) provides opportunities for employees who are connected by some common purpose to come together to build relationships, support professional development and create opportunities to aid CWT in driving positive business results.

Comprised of employees from traditionally under-represented groups, the current US EPNs consist of:

- ▶ L.U.N.A (Latinos Unidos Network Association), which serves as a resource

for CWT employees that have an interest in the Latino/Hispanic community, supports and enhances personal and professional development for Latino/Hispanic CWT employees and seeks to make CWT an employer of choice for Latino/Hispanic talent.

- ▶ G.E.T (Generational Excellence Team) aims to promote, communicate and leverage the knowledge and expertise of the four different generations at CWT, from veterans to baby boomers to younger generations.
- ▶ African-American Travel Professionals M.A.D.E (Making a Difference for Excellence)'s objective is to increase the

visibility and promote professional development of the African-American community both within the workplace and larger communities, and through actions, make CWT a top employer for African-American talent and a global leader that both leads and sets standards for diversity.

- ▶ LGBT+ (Lesbian, Gay, Bisexual, Transgender and Allies) Alliance, launched in 2013, seeks to increase the visibility and promote the professional development of the LGBT+ population both within the workplace and in our communities. The goal is to engage, attract, and retain employees as well as attract and retain clients concerned with Responsible Business and diversity.

“  
As the LGBT+ Alliance Executive Sponsor, I am very excited to announce the formation of the LGBT+ Alliance EPN, the latest EPN CWT has launched internally in alignment with our Core Value of Cultural Diversity.  
”



**Sebastien Tournier**  
Vice President  
Global Program Solutions and Meetings & Events Finance



## Asia-Pacific

The Diversity and Inclusion Council has initiated many activities throughout the region including:

- ▶ Volunteerism leave to encourage community involvement.
- ▶ Singapore and Thailand - Workplace Health Programs for the well-being of employees. CWT Singapore also has inclusion talks for working parents and has partnered with Movement for Intellectually Disabled of Singapore (MINDS) to raise funds.
- ▶ Hong Kong – CWT was awarded the Caring Company Award for the second consecutive year by the Hong Kong Council of Social Services recognizing their commitment to caring for the environment, community and employees.
- ▶ Indonesia – worked with HDI Foundation to provide access to education for underprivileged children.
- ▶ China - celebrated “Childhood Month” with a Family Day outing and discussions on parenting.
- ▶ India - organized events with a diversity theme to raise funds for underprivileged children and victims of the Utrakhand disaster.

“  
 Since we created the Diversity and Inclusion Council in Asia-Pacific in 2012, we have celebrated many initiatives and expanded our scope to not only cover diversity and inclusion, but Responsible Business as a whole. Across the region, countries have been actively participating and leading their own programs and I am proud to be part of this boundary-less community.  
 ”



**Kai Chan**  
 General Manager  
 South East Asia  
 & Hong Kong

- ▶ Australia & New Zealand - raised funds for the Surf Life Saving Association, children with genetic diseases and families who lost their homes due to bush fires.

## Europe

The Mission Handicap program at CWT France, now in its sixth year, promotes recruitment and retention of disabled employees, provides training and heightens awareness. Established in 2009, the program resulted in the recruitment of 42 disabled employees during its first four years. In late 2013, CWT France organized an internal workshop at Paris headquarters to promote awareness. More than 85 employees of CWT France and CWT Global and EMEA Paris-based teams took part in the event. Events were also organized at half a dozen other sites in France, where more than 280 CWT employees attended. CWT Mission Handicap involves a national coordinator and 13 disability coordinators located in different regions of France.

“  
 For several years CWT France has been committed to promoting the employment of people with disabilities. We have achieved significant progress in this area.  
 ”



**Luc Dallery**  
 HR Director  
 CWT France,  
 Morocco & Egypt

CWT Germany formally committed to diversity by signing a diversity charter in 2007. The charter requires fairness and respect for people in business. The charter’s aim is to create a working environment that is free of prejudice. All employees should be valued - regardless of gender, race, nationality, ethnic origin, religion or belief, disability, age, sexual orientation and identity. Today, the group

of signatories has increased to 1,750, and is composed of large enterprises, small and medium enterprises, public institutions and societies, associations and foundations.

# Talent Acquisition

CWT's global recruitment process is designed to ensure the same consistent high-quality recruitment across all countries where the company operates.

## *Global Recruitment Process and Management System*

**D**esigned and developed over the past two years, this global recruitment approach is an integral part of the *My journey. My CWT.* employer brand initiative launched in 2012. The company's global recruitment process aims to attract and recruit the most talented internal and external candidates while ensuring that they share the company's fundamental values. Excluding all forms of discrimination, the process is designed to create a more transparent and interactive internal labor market, and enhance and support the Employee Value Proposition (EVP) globally. It also aims to harmonize and leverage the recruiting experience of candidates and hiring managers and accelerate the recruitment process.

### TalentFinder

CWT TalentFinder was launched and implemented across the different regions through July 2013 as part of the overall objective to deploy globally a new recruitment tool to support the global talent acquisition strategy/process and enhance the EVP. At the time this report was published, the tool was

available in eight languages and had been implemented in 41 countries.

Hiring managers, HR recruiters and HR business partners can use CWT TalentFinder to initiate a job requisition and track progress through the entire recruitment process. It interfaces

with the company's global intranet and internet career websites to enable internal and external candidates to apply online. CWT TalentFinder helps facilitate internal mobility and harmonize the recruiting experience of candidates and hiring managers regardless of their location.

### Global Career Website

People are critical to the success of CWT's strategic goal of making CWT the best company to work for in the industry. The 2013 launch of a single global career website represents an important step toward this goal. The new CWT global career website enables both internal and external candidates to search for job opportunities in all countries and functions at CWT. Aspiring applicants and candidates can also learn about the company's Responsible Business strategy and programs as well as know more about our Employee Value Proposition (EVP) as exemplified by employee testimonials from all over the world about their respective work experience and how they live our values and attributes, *My journey. My CWT.*

Visit the [Global Career Website](#) and/or refer to our *2012 Responsible Business report* to know more.

# Human Capital Development

## Training and Development

### CWT University

CWT University facilitates employee learning and development based on each employee's needs, wherever they are, whenever they want.

CWT is committed to providing learning solutions that enable employees to improve performance, adapt to change and achieve business results. Their learning and development journey begins at CWT University.

In 2013, CWT University expanded its curriculum with a series of high-impact learning solutions, including more online learning options and webinar sessions, as well as additional professional development opportunities. Employees are encouraged to take advantage of the courses that correspond to their needs and to take ownership of their own career development.

#### CWTU Webinar Series

Examples of modules/courses:

**Communication Foundations** is a 90-minute webinar on ways to enhance or improve both verbal and nonverbal communication.

**Leadership Foundations** is a classroom or virtual program that provides an overview of the leadership skills and knowledge that CWT believes leaders need to succeed.

**Managing Change**, a 90-minute webinar for team leaders that focuses on change management.

**Strategic and Critical Thinking**, a 90-minute webinar that examines the difference between critical and strategic thinking.

**Power of a Positive No**, a 90-minute webinar that reviews the importance of having difficult conversations with a focus on achieving improved results.

**Coaching and Feedback**, a 90-minute webinar designed to help managers drive a high level of performance through effective feedback and coaching.



My learning. My CWTU.

From online and classroom education programs to leadership development and performance management efforts, CWT constantly expands the development options available to its employees worldwide.

#### Did you know?

Global Webinar Series

**1,900**  
participants



## Traveler Services People Advantage

People Advantage is an integrated long-term strategy developed and launched in 2013 to further reinforce the engagement of CWT travel counselors and maximize their responsiveness to market changes. The company's long-term success depends heavily upon the skills and engagement of its travel counselors, the largest population within CWT. The People Advantage approach helps ensure that CWT HR teams keep counselors constantly up-to-date by focusing on learning, job differentiation and design, workforce agility, compensation, performance management and talent acquisition and development.

The Traveler Services' "Delivering the Perfect Trip" library of core curriculum is focused on developing travel counselor skills and capabilities. Available via CWT University, the Delivering the Perfect Trip Curriculum is organized into three levels (Accomplished Learner Level One to Three), with some required courses and other elective options.



The Counselor of the Future: Delivering the Perfect Trip

### Did you know?

#### Delivering the Perfect Trip Global Core Curriculum

9,555

travel counselors assigned the core curriculum

108,771

completed training hours combined for Accomplished Learner Level One (formerly TTS Core Curriculum)\* and Accomplished Learner Level Two

\* refer to 2012 Responsible Business report

## CWT Operational Excellence

In a service-focused business, excellence depends on providing travelers with consistent high-quality booking services. By analyzing leading practices, processes and tools, the CWT Operational Excellence program enables the company to consistently deliver the most effective experience to each traveler serviced.

This end-to-end process analyzes everything from a site's staffing model and leadership practices to its processes, training, performance management and measurement of client satisfaction. With an emphasis on 'dynamic action learning,' we strive to continuously raise the bar by using a disciplined, systematic approach to measure and improve service quality.

Modeled after the principles of such organizations as the European Foundation for Quality Management (EFQM) and the International Organization for Standardization's ISO 9000, CWT Operational Excellence includes ongoing audits, assessments, and action plans for continued improvement.



### Did you know?

#### Results of 2013 CWT Operational Excellence Program

124 sites

7,600

Traveler Services FTE participating in the program overall

88%

of the 2013 participating sites had improved results

## Developing Tomorrow's Leaders

CWT's Leadership Development programs guide leaders to the right development at the right time. The programs provide people with the information they need to support their development, fuel sustained success and prepare for the future. The programs include but are not limited to:

*Leadership Foundations* - for individuals who lead projects or initiatives across various regions or functions, first-time managers or supervisors who lead individual contributors, and leaders who have not participated in a CWT Leadership Development Program.

*Leading Leaders* – helps future leaders develop leadership and management capabilities while networking with other managers across the globe. This course provides classroom, virtual, and self-paced experiences including 360° assessment.

*Global Leadership Journey (GLJ)* – provides an opportunity for the highest level of CWT leadership to increase their business knowledge, leadership capability and network with other leaders across the globe. In addition to classroom sessions, the program includes a 360° feedback assessment, training delivered by university professors, leadership coaching and an action learning project.

*Carlson Accelerated Development Program* – aimed at investing in developing individual and group capabilities to support Carlson strategy by providing further enhancement of knowledge and skills related to Feedback, Coaching, and Mentoring. Plans of action are defined that include assessment and development tools to validate the viability of identified successors and next steps for development.

### Did you know?

#### Leadership Development Program Participants in Numbers

Leadership Foundations: **182**

Leading Leaders: **75**

Global Leadership Journey: **19**

Carlson Accelerated Development Program: **8**



# Performance Management

At CWT, performance management is designed to foster a culture of development and feedback, and individual development planning. The company's formal performance management process maps a route to success for each employee. Overall, the idea is to drive superior performance by aligning the way targets and expectations are set, fostering a culture of development and feedback and assessing and rewarding performance.

## Defining Performance: "What" and "How"

CWT has adapted and fully-integrated the nine grid box framework (Figure 1) into our global Performance Management approach and processes whereby performance is assessed not only on Results (What) but also on Behavior (How):

- ▶ The "What" axis focuses on how well an individual has been able to achieve desired results based on key job responsibility areas and targets.
- ▶ The "How" axis focuses on how an individual achieved those results as defined in CWT's Leadership Compass (Figure 2): Do What's Right, Deliver Today, Build for Tomorrow, Inspire & Develop Our People and Passion to Succeed.

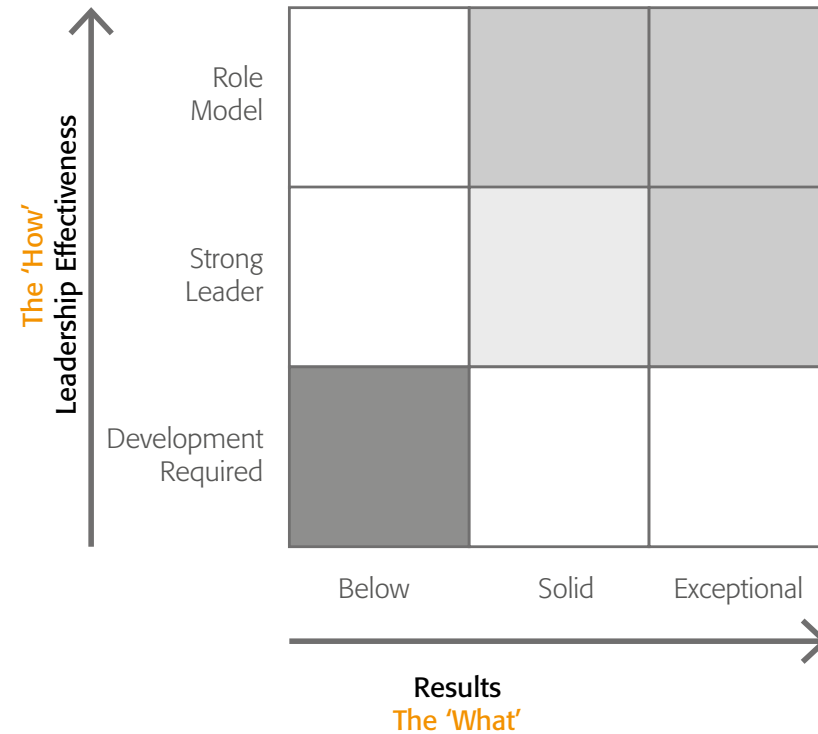
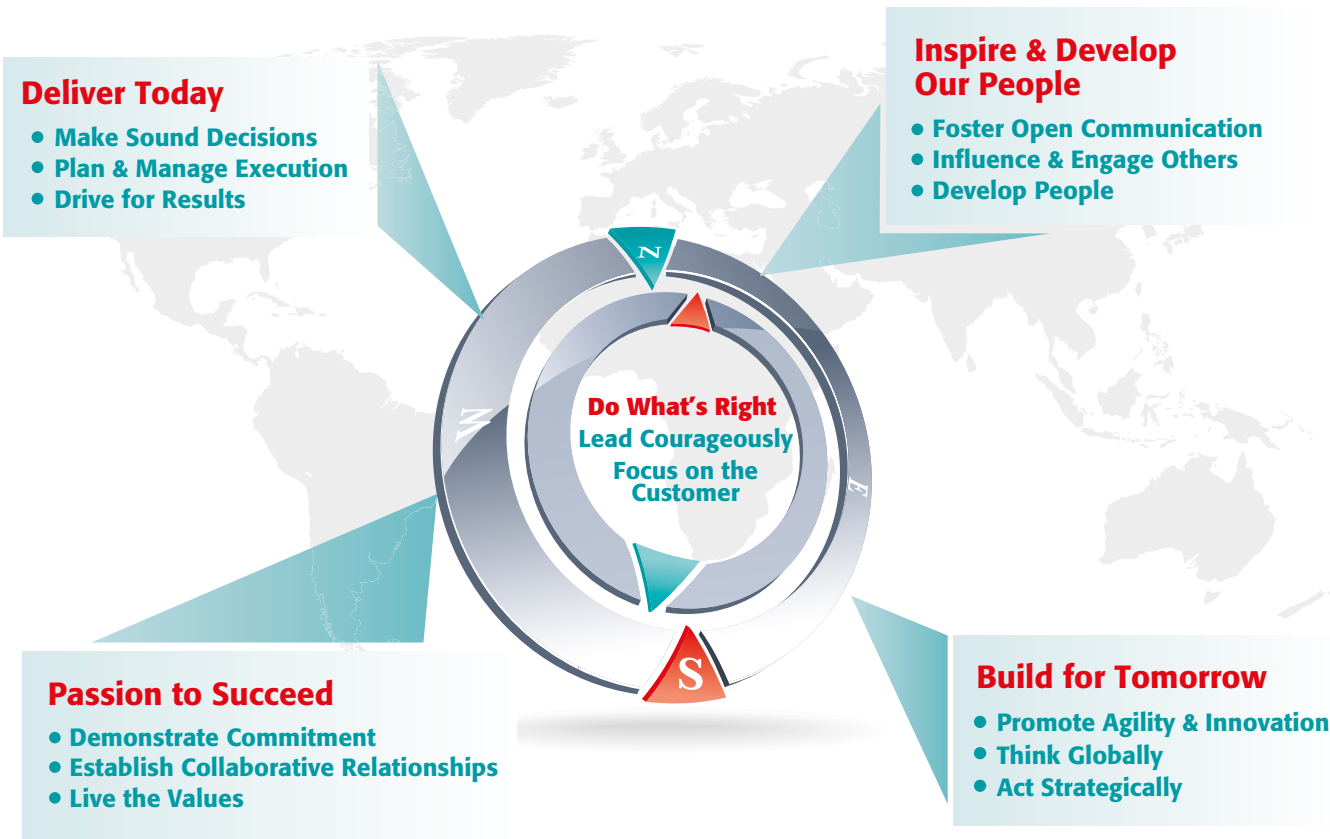


Figure 1: Nine Grid Box - Assessing performance based on results (the what) and behavior (the how)



### Individual Development Planning

Individual Development Plans help ensure that each manager, employee, and the organization continuously seek new and innovative ways to develop new skills and knowledge. In addition, a storehouse of development ideas for each of the skills in the CWT Leadership Compass (Figure 2) helps all employees select the right development solution to meet individual, team, and organizational needs.

Figure 2: CWT Leadership Compass



# Employee Recognition

## Celebrating Our People. Our Advantage.

Under the 'Our People. Our Advantage.' banner, many events were held over the course of 2013 to demonstrate the company's recognition of the contributions by members of CWT's travel services staff worldwide. These included three global events:

- ▶ More than 5,000 employees worldwide were recognized during *Counselor Recognition/ Appreciation Week*
- ▶ *Global Day of Commitment* (June) was a worldwide celebration of the Traveler Services commitment to Delivering the Perfect Trip
- ▶ *Counselor of the Future Global Awards* (December): More than 600 travel counselors were nominated to receive an Annual Travel Counselor of the Future Award, created in 2013 to recognize exemplary counselors. All of the nominees received an email from the EVP Traveler Services and an official 'Travel Counselor of the Future Certificate and Badge' as well as local recognition. The awards provide recognition for travel counselors who regularly exhibit superior performance in one of six areas: Do What's Right, Work with Passion, Delight the Customer, Persevere for Results, Learn and Adapt and Champion CWT.



## CEO Awards

CWT's annual CEO Awards are a tribute to the teams and individuals who deliver exceptional business performance and results in line with our global strategic priorities and Core Values. For the 2013 CEO Awards, recipients were recognized at the 2014 Global Leadership Conference held in Barcelona.

For other examples of employee recognition awarded to employees, please refer to our *2012 Responsible Business Report*.



2013 CEO Awards Winners. Top, from left to right: Laurent Comte, Christophe Renard, Raphael Padeloup, Isabelle Bousquet, Eduardo Rebello de Andrade, Wes Bergstrom, Patrice Simon. Bottom, from left to right: Janet Wheatley, Virpi Paasonen, Lisa Akeroyd, Brigitte Nisio, Douglas Anderson, Kai Chan, Bindu Bhatia, Alessandro Moricca, Jair Suarez, Bertrand Mabile, Tony Wagner

# Health and Safety

As part of its commitment to Responsible Business, CWT provides a safe, healthy workplace. The company is dedicated to complying with health and safety regulations to ensure that all employees, contractors and visitors work in good conditions.

While the company's commitment to health and safety is global, its implementation occurs locally, in dozens of sites spread worldwide. Employees at CWT Italy, for example, receive training in safety and security while those in Latvia, Lithuania and Sweden have health and safety at work policies. The following offers a sample of typical health and safety initiatives.

## Germany/Austria

CWT Germany/Austria offers a range of health and well-being services to employees. In 2013, these services were expanded to include a cooperation with fitness centers, safe-driver training, life coaching and child care. The subsidiary also set up an agreement with a private insurance firm, to provide additional health insurance to employees and their families.

## Czech Republic

CWT Czech Republic contracted with an outside specialist in 2013 to ensure the highest possible health and safety practices. The service provider affords CWT Czech Republic comprehensive services in the sphere of occupational safety and health and fire prevention. It helps keep CWT Czech Republic aligned to rapidly changing regulations, checking and updating facilities twice annually.

## Estonia

Employees at CWT Estonia benefit from workstations equipped with ergonomic mouse pads, elbow pads and footrests. The company provides regular check-ups by an occupational health physician and covers some of the cost for prescribed shoulder and elbow massages.

Information about health and safety initiatives at other CWT locations can be found in the *2012 Responsible Business Report*.





# Work-life Balance

CWT wants to provide working conditions that permit employees to establish a work-life balance. Local work-life balance initiatives have been launched in many countries. For example, CWT Germany/Austria promotes working at home whenever possible and provides work-life balance and stress management recommendations on its intranet. Examples of published recommendations are:

- ▶ "Use the auto out-of-office reply when not in the office to inform senders and manage response expectations."
- ▶ "Switch-off the data transfer on Blackberry when on vacation."
- ▶ "Prioritize tasks. For example, plan or allow for daily time window for unexpected tasks or create a checklist/schedule every morning."
- ▶ "Switch-off mobile and laptop during meetings. Besides being a sign of courtesy, it also improves efficiency."
- ▶ "Create a counterbalance to daily work through sports, yoga, meeting with friends, etc."

At CWT Estonia, employees got a day off on their children's first day at school. Children were also the focus at CWT Italy in 2013 as it participated in national children@office initiatives, a day-long event when employees' children are invited to discover their parents' workplace.

Information about work-life balance initiatives at other CWT locations can be found in the *2012 Responsible Business Report*.





# 6

# Environment

- ▶ Introduction
- ▶ CWT and the Environment
- ▶ Managing Our Carbon Footprint

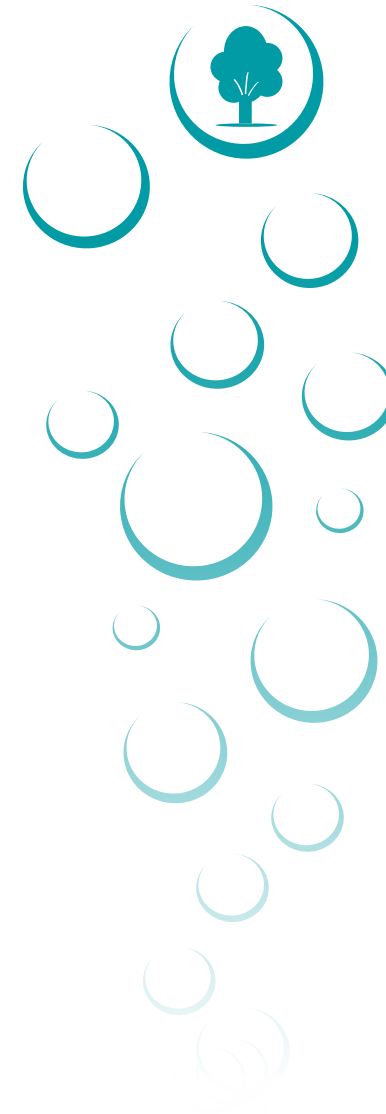


# Introduction

Environmental stewardship is an essential element within CWT’s core Responsible Business strategy. Various local “green” initiatives have been put in place in different countries in the last couple of years. This culminated into the formalization of the company’s global approach in this domain, including the creation of CWT’s [Global Environmental Charter](#) in 2013. Combined with CWT’s acknowledgment of the environmental principles of the UN Global Compact, the Charter reaffirms the company’s commitment to sound environmental practices and to actively reduce the environmental impact of its activities.

CWT measures its carbon impact using the Greenhouse Gas (GHG) protocol and reports results to the Carbon Disclosure Project (CDP) Supply Chain program. As part of a two-year corporate carbon management project launched in 2012, CWT aims to further reinforce its environmental action plans in order to reach its 2015 overall objective which is to reduce by 10% its GHG emissions per employee.

As a leading business travel management provider, CWT is also committed to help clients reduce the environmental impact of their travel programs. The company can support customer environmental efforts through such services as the *CWT Program Management Center*, which gives clients a comprehensive view of their travel program’s environmental impact, and *CWT Online*, powered by *KDS*, which includes a “green” travel booking option.



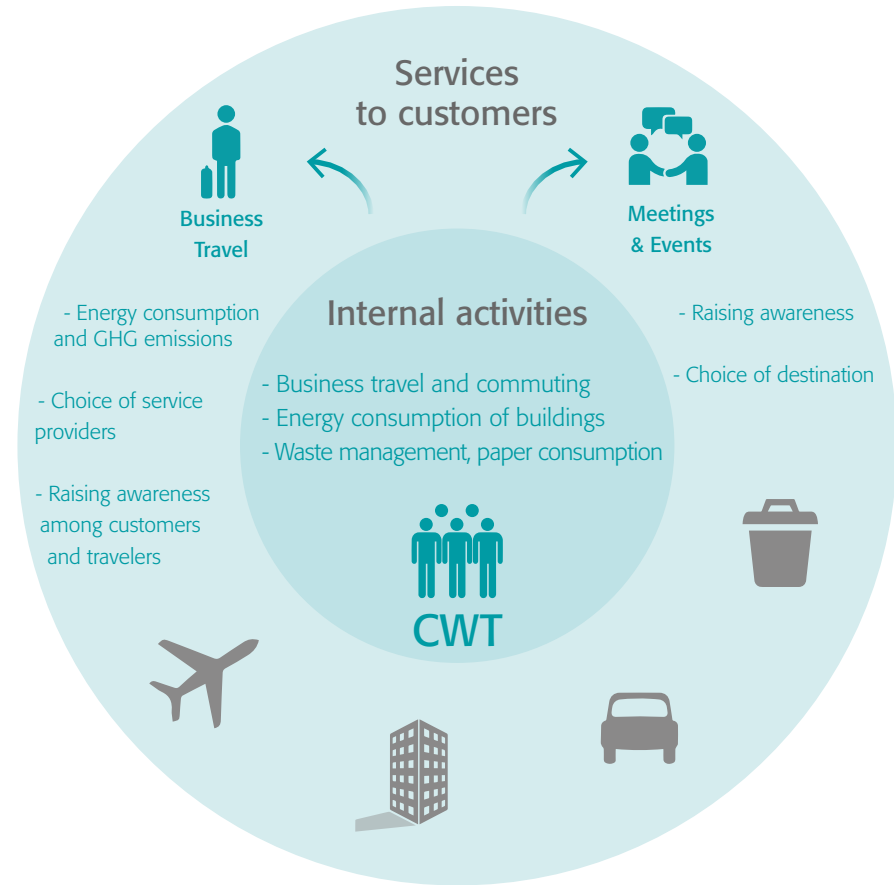
# CWT and the Environment

As a UN Global Compact (UNGC) signatory, CWT is committed to respecting the UNGC's Ten Principles including those that cover the environment. A comprehensive approach to environmental challenges means that the company undertakes initiatives that promote greater environmental responsibility and encourages the development of environmentally-friendly technologies.

Environmental stewardship is part of CWT's core Responsible Business strategy. The company's environmental policies and practices are designed to achieve three overall objectives: ensure that CWT operates according to environmentally-sound business practices, encourage global and local initiatives to help improve the company's environmental footprint and awareness, and help clients address their environmental challenges. Environmental programs are also intended to reduce energy-related costs and track progress over time.

Cognizant of the importance of environmental issues, CWT regularly reviews environmental performance and shares progress with its key stakeholders.

As illustrated, CWT's activities have a potential environmental impact in different ways, from its own energy consumption and greenhouse gas (GHG) emissions to waste production, as well as customers' travel emissions.



## 2013 Major Achievements

- In 2013, CWT reported its environmental data to the Carbon Disclosure Program (CDP) Supply Chain. CDP is an international, not-for-profit organization providing a global system for companies to measure, disclose, manage and share key environmental information. CDP works to transform the way the world does business in order to prevent climate change and protect natural resources.
- As part of an effort to significantly enhance environmental initiatives, CWT created an Environmental Charter in 2013. The Charter unequivocally reaffirms the company's commitment to sound environmental stewardship as part of its core strategy and to actively engage in efforts to reduce the environmental impact of its own activities as well as help its customers reduce theirs. The CWT Environmental Charter aligns with the company's Code of Business Ethics and Conduct, which mandates the pursuit of environmentally-friendly practices in our operations while helping customers address their environmental objectives.

## Environment RB Objectives for 2015

Reducing environmental impact is among the company's highest Responsible Business goals. As shown below, three of the 15 objectives in the CWT Responsible Business Ambition for 2015 concern the environment:

Domain	Key Priority	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013
Environment	<b>Energy and Carbon Management</b>	<b>7</b> Develop an environmentally responsible culture	Ensure full deployment of a Responsible Business training, including a module on environment	
		<b>8</b> Measure our global carbon footprint	Measure the total Greenhouse Gas (GHG) emissions of the countries representing at least 70% of the company's overall revenue	
		<b>9</b> Implement a global environmental strategy	Reduce by 10% the GHG emissions per employee vs 2012. Define a 2020 target in 2015	

# Managing Our Carbon Footprint

## Carbon Management Program

To support its commitment to combat climate change, CWT launched a corporate carbon management project in 2012. The program involves two main phases:

- ▶ Phase 1 (2012): Creation of a worldwide approach to measure greenhouse gases and establishment of a carbon reporting mechanism.
- ▶ Phase 2 (2013-14): Definition of comprehensive action plans. These plans are defined by leveraging experience and know-how developed in leading-edge countries.

This program is designed to respond to the expectations of our various stakeholders (employees, customers, investors, regulatory bodies, etc.) and create opportunities for energy cost savings.

### Country Spotlight: United Kingdom

CWT UK exemplifies many good Responsible Business practices, such as:

- ▶ Use of more environmentally friendly modes of transport, such as trains and buses vs. cars, is part of the country travel policy
- ▶ Interest-free loans are offered to all staff to purchase annual public transportation tickets
- ▶ All branch offices have a waste segregation initiative
- ▶ Employees are encouraged to switch off lights when leaving the office
- ▶ The Eco Review built into the online Environmental Management System enables each location to measure environmental progress and provides ideas for further action
- ▶ CWT UK has achieved accreditation to ISO 14001

## Helping Customers Take Environmental Impact into Account

As one of the world's leading business travel management providers, CWT is committed to helping clients reduce the environmental impact of their travel programs. In fact, according to the GHG protocol reporting methodology, customer travel accounts for 99.7 percent of CWT's overall carbon footprint. Towards this end, the company has developed a set of services and tools to help customers take environmental impact into account in their travel programs.

### Greenhouse Gas Emissions Dashboard

By providing carbon emissions reporting, the *CWT Program Management Center* gives clients a comprehensive view of their travel program's environmental impact. The tool delivers a range of information, such as carbon emission per period, per traveler, etc. In addition, projected carbon emissions for any given trip can be compared to actual, post-trip calculations. Travel managers can use greenhouse gas emissions dashboard data to benchmark environmental impact. Creating a baseline enables them to proactively track and reduce the carbon footprint of their business travelers.

### Enabling Green Travel Decisions

*CWT Online*, powered by *KDS*, makes "green" one of its four criteria in travel options proposed to travelers, along with "recommended," "cheap" and "quick". Client travel policies are built into the tool to ensure compliance. So, for travel managers and travelers who have "green" as one of their priorities, the tool will reflect the most optimally responsible combinations for travelers to choose from.

To know more about tools that can help facilitate green travel, see Chapter 7: Responsible Products & Services, page 76.



# Measuring the Impact of Our Activity

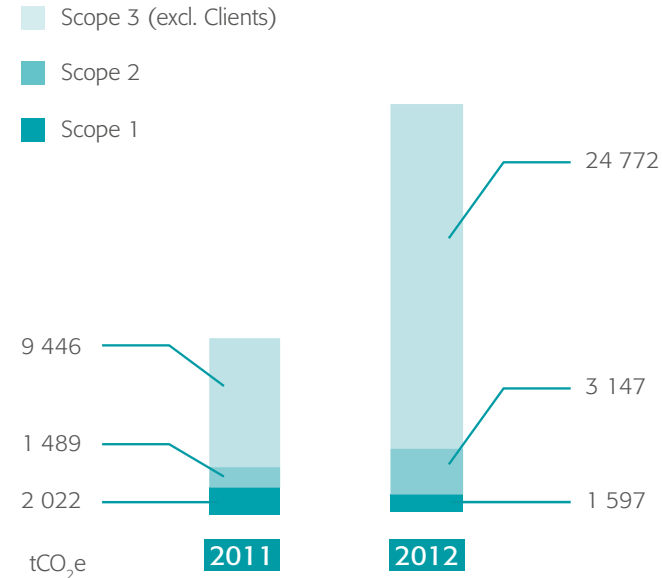
## CWT Carbon Management: Coverage and Methodology

As pledged, CWT enlarged the geographical scope of its carbon emissions measurement program in 2013 by including the US and Canada (this report is based on 2012 Greenhouse Gas (GHG) data). The program now includes eight countries: Austria, Canada, France (including Global and EMEA corporate offices), Germany, Ireland, the Netherlands, the UK and the US.

CWT measures the impact of its activities using the GHG Protocol, including all direct emissions and a portion of indirect emissions. Emission sources taken into account include fuel consumption by vehicle fleets, business travel by employees and employee travel to and from work.

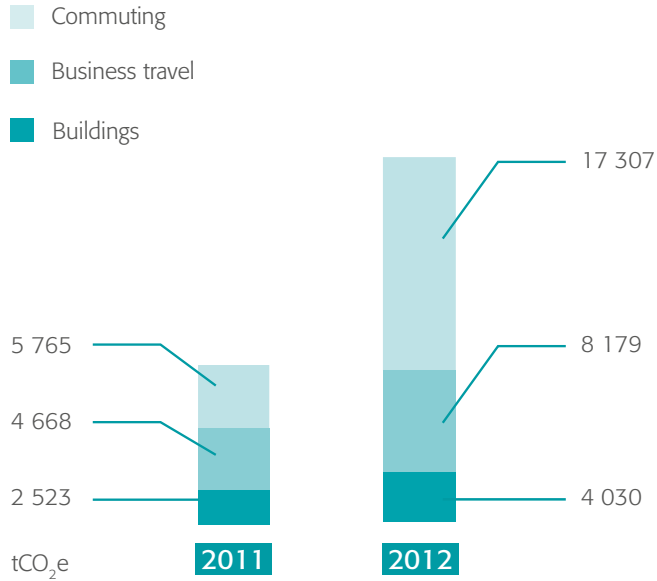
The emission factors used, compatible with GHG Protocol methodology, are those of the UK Department for Environment, Food and Rural Affairs (Defra) and the French Agency for Energy and Environment (ADEME). They take into account not only CO<sub>2</sub> but all GHGs responsible for climate change.

Currently some emissions are not taken into account, such as leaks of refrigeration liquids (used in air conditioning for example), some building emissions (such as heating included in rental charges), and emissions stemming from paper consumption and waste production.



Perimeter 2011: UK, Ireland, France, Netherlands, Austria and Germany  
 Perimeter 2012: UK, Ireland, France, Netherlands, Austria, Germany, US and Canada

Figure 1: Emissions by scope



Perimeter 2011: UK, Ireland, France, Netherlands, Austria and Germany  
 Perimeter 2012: UK, Ireland, France, Netherlands, Austria, Germany, US and Canada

Figure 2: Emissions by source

The 125 percent increase (Figures 1 and 2) is due to the expanded geographical scope (addition of the US and Canada for 2012) and updated methodology (change in Defra emissions factors, change in data reporting methods for some countries).

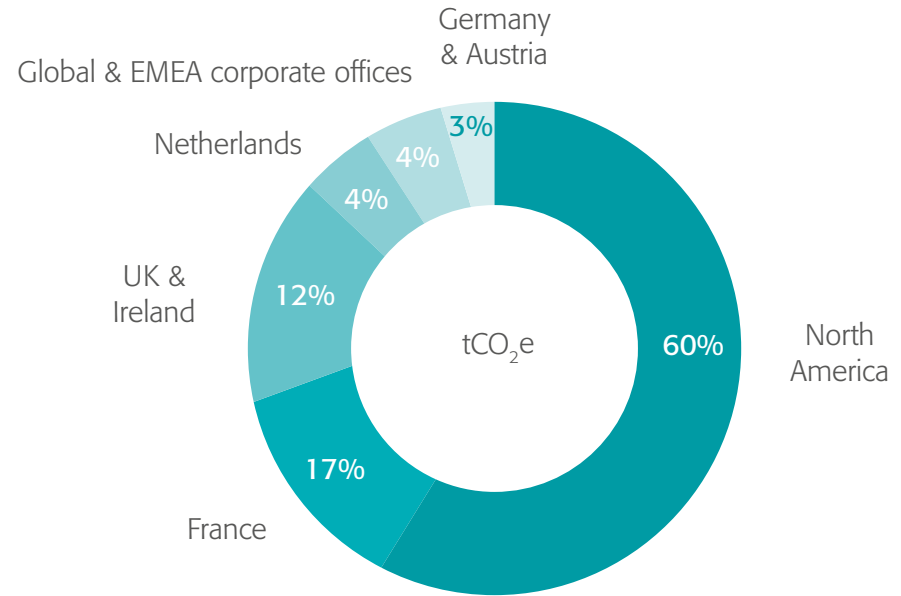


Figure 3: 2012 Emissions by country

As is the case for most service companies, the largest source of emissions is employee travel between home and work, which accounts for 59 percent of total emissions, compared to 28 percent for business travel. The US and Canada represent the largest portion, accounting for 60 percent of total emissions (Figure 3).

## Tracking Carbon Intensity

To help ensure that its carbon footprint measurement and management is relevant, CWT calculates its greenhouse gas emissions per employee. The result indicates the company's carbon intensity.

Carbon intensity increased 4 percent from 2011 to 2012 (Figure 4), due principally to an expanded geographical scope, which took into account for the first time in 2012, the carbon intensity in North America.

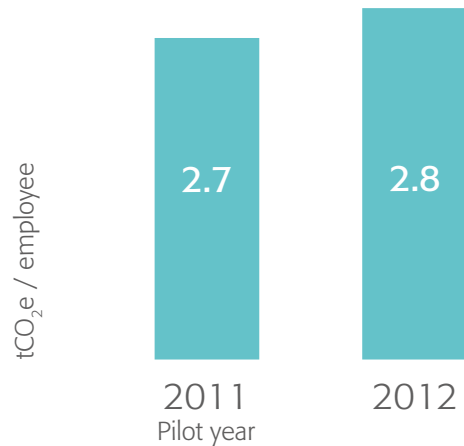


Figure 4: Carbon intensity 2012 vs 2011

There are also significant variations among countries (Figure 5):

- ▶ Numerous business trips by air explain the high carbon intensity of the Global & EMEA corporate offices.
- ▶ High carbon intensity in the Netherlands (NL) stems from the consolidation of activities within the Benelux region in 2012, which resulted in increased business travel and increased employee travel between home and work.
- ▶ A lack of data on employee travel between home and work accounts for the low carbon intensity in Austria and Germany.

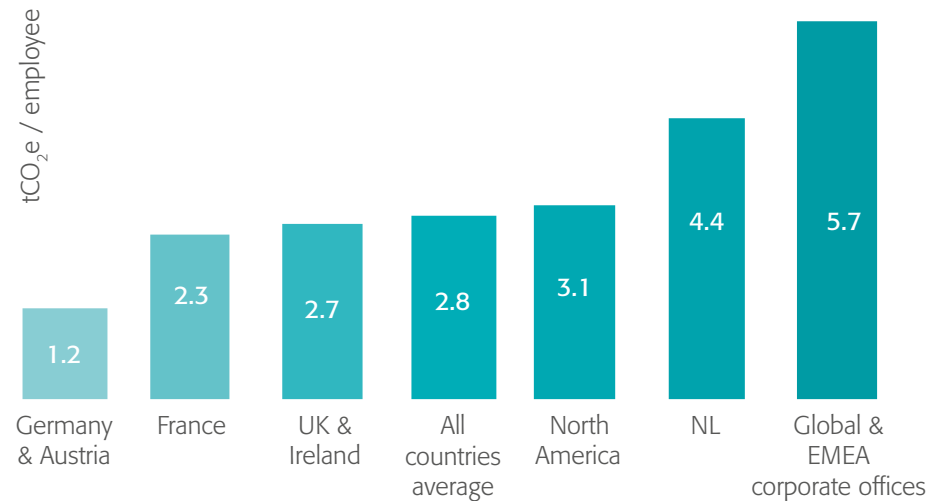


Figure 5: 2012 Carbon intensity by country (including Global & EMEA corporate offices)

### Travel Between Home and Work

Travel between home and work is the largest source of the company's greenhouse gas emissions, accounting for 59 percent of total emissions.

Methodology note: The following charts (Figures 6 to 8) include Canada, France, Netherlands, UK and US. Carbon footprint calculations are based on questionnaires sent to employees and estimates based on human resources data.

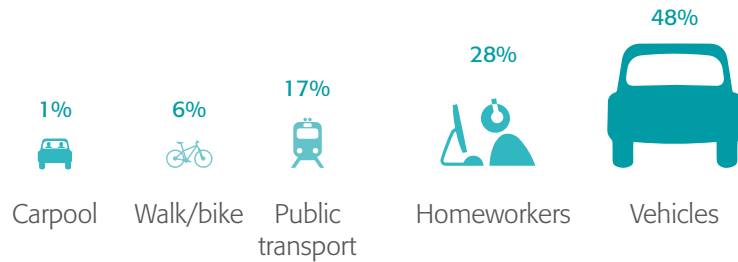


Figure 6: Mode of transportation by number of employees

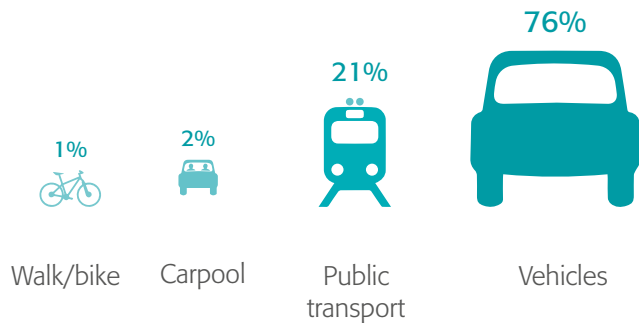


Figure 7: Mode of transportation by km

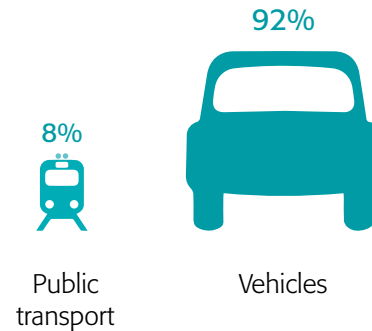




Figure 8: GHG emissions (tCO<sub>2</sub>e)

Travel by car, which employees use most, is the largest source of carbon emissions. However, there are numerous variations among countries. For example, 54 percent of employees in the Netherlands use public transportation, compared to very few in the US (where 45 percent of employees work from home).


**Did you know? \***



Average distance between home & work: **18 km**



**28%** of employees telecommute



**24%** of employees (excluding telecommuters) use public transportation

\* Figures pertain to the countries part of the reporting scope

### Business Travel

Business travel is the second largest source of the company's greenhouse gas emissions, accounting for 28 percent of the total.

Methodology note: The following charts (Figures 9 to 11) include Canada, France, Netherlands, UK and US. Carbon emission calculations are based on the same carbon footprint tool used by CWT customers.

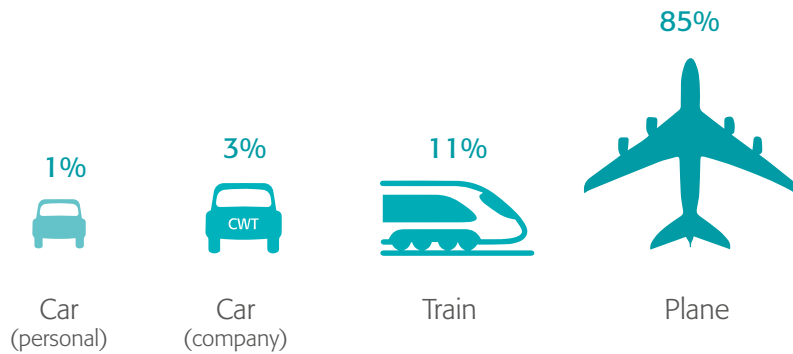


Figure 9: Business travel (in km)



Figure 11: Business travel by plane (in km)

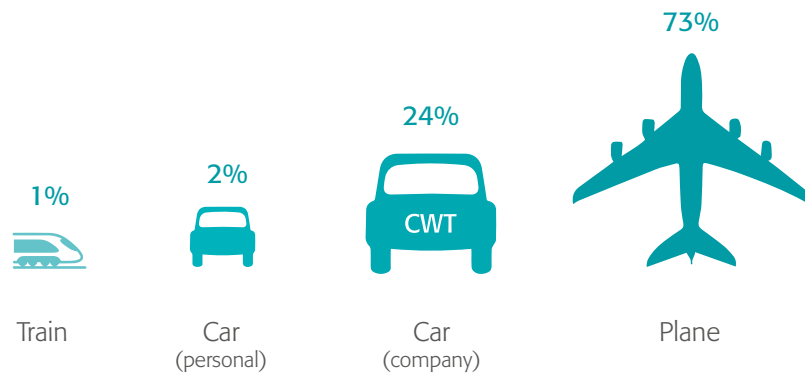


Figure 10: Emissions from business travel (tCO<sub>2</sub>e)

**Did you know? \***

A — B

Average distance of **5,127 km** per CWT business traveler per year

**85%** of the total distance traveled on business trips are by plane

\* Figures pertain to the countries part of the reporting scope

## Buildings

Energy consumption in office buildings is the company's third largest source of greenhouse gas emissions, accounting for 14 percent of the total. Energy is used mostly for heating, electricity (for lighting, IT, etc.), hot water and air conditioning.

Methodology note: The following chart (Figure 12) includes Canada, France, Netherlands, UK and US. However, energy consumption included in rental charges (for heating, for example) could not be taken into account. Country data was collected via spreadsheet questionnaires.

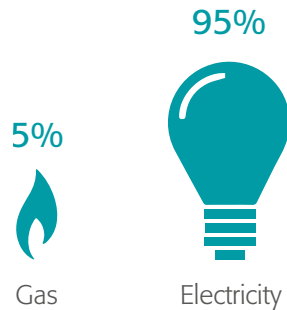


Figure 12: Emissions from buildings' energy consumption

Energy consumption included within rental charges (generally linked to heating) is unknown. In general, heating accounts for nearly 50 percent of energy consumption within the service sector. The lack of detailed heating energy consumption explains the high proportion of electricity as illustrated in Figure 12.

### Did you know? \*



An average consumption of **111 kWh/m<sup>3</sup>** per employee per year



Average performance of **39 KgCO<sub>2</sub> e/m<sup>2</sup>**

\* Figures pertain to the countries part of the reporting scope

## Other Environment-Related Activities

### Reducing and Recycling Waste

Within the service sector, paper is the largest source of waste. Initiatives at CWT offices in several countries aim to reduce paper usage through such measures as eliminating unnecessary printing and photocopying, and use of two-sided printing. Within CWT, copy paper accounts for a large proportion of total office waste. However, the company's commitment to reduce and recycle waste also focuses on such materials as beverage bottles, cups and cans, ink cartridges and cardboard boxes.

### Promoting Eco-attitudes

To reduce the environmental impact of CWT's activities and sensitize people to environmental concerns, the company launched a recycling initiative at its Global and EMEA corporate office in Paris in April 2013. The idea was to demonstrate how a concerted effort could concretely increase the amount of waste recycled over a relatively brief period. Program results show that such efforts can be extremely successful. Within the first nine months (April to December 2013), 4,552 kg of recyclable wastes were collected. This included 4,044 kg of paper, 190 kg of plastic bottles, cups and cans, 167 kg of ink cartridges and 151 kg of cardboard boxes.

### Environmental Champions Score at CWT UK

Members of the network of Environmental Champions created across the UK branch network are helping reduce waste while raising awareness. Designed to promote and share best practices, the UK environmental champions have demonstrated how small, low-cost initiatives can have a significant impact. Thanks to them, the number of office waste bins has been reduced, kettles have been replaced with on-tap hot/cold water taps for drinks, unnecessary light bulbs have been removed and motion sensors have been installed. Additionally, CWT UK vigorously shares best practices with customers through articles and case studies in leading publications, customer magazines and presentations at industry events.

### Country Spotlight: Finland

Over the course of 2013, CWT Finland demonstrated support for environmental efforts in several ways. As an active supporter of the Baltic Sea Action Group (BSAG), CWT Finland contributed to a fund to neutralize CO<sub>2</sub> emissions from work-related travel. The company also gave customers the option of neutralizing CO<sub>2</sub> emissions through contributions to a fund to clean up the Baltic Sea.

Please refer to Chapter 5 of the *2012 Responsible Business Report* for other examples.



# 7

## Responsible Products & Services

- ▶ Introduction
- ▶ 2013 Major Achievements & 2015 Objectives
- ▶ Business Continuity Management
- ▶ Responsible Portfolio

# Introduction

**B**eing prepared for potentially disruptive situations before they occur is vital to CWT's commitment to Responsible Business practices and the world-class service provided to customers. Over the past two years, the company has defined and deployed a set of policies and practices to refine its Business Continuity management and systems in line with globally-recognized ISO Business Continuity certification standards.

Business Continuity Plans (BCP) ensure that critical functions remain available for customers, suppliers, regulatory bodies and other key stakeholders requiring access to services in the event of an issue.

BCPs have been put into place at all offices in CWT's 50 wholly-owned countries, with a network of Business Continuity owners responsible for stewardship. This firmly lays the groundwork for entrenching resilience into the company's business operations.

Aside from providing assurance of the company's readiness to respond amidst disruptive events, CWT also developed a range of products and services to help clients achieve their responsible business goals. These include a way to evaluate and reduce travel stress, specialized services for high-risk industries, a traveler messaging service, personalized travel service and a set of tools that enable client organizations to reduce their carbon footprint.



## 2013 Major Achievements

- ▶ All CWT wholly-owned offices (50 countries) have a Business Continuity Plan (BCP) in place, which is documented and tested, with two drills completed.
- ▶ A BCP disclosure has been completed and provided to more than 100 global and multinational clients.
- ▶ A dashboard to monitor the total number and types of incidents in all wholly-owned CWT countries has been implemented.
- ▶ Formal documentation of a crisis management process has been completed.
- ▶ All executive members of the Corporate Crisis Team have been trained and have participated in a full activation drill.
- ▶ Successful launch of the *CWT Travel Stress Index* (TSI) in April 2013, a service that earned the GBTA Project ICARUS Sustainability Outstanding Achievement Award – Intermediary in September 2013.

## Responsible Products & Services RB Objectives for 2015

Domain	Key Priorities	15 Long-term Commitments	15 Objectives for 2015	Status as of end of 2013
 Responsible Products and Services	Responsible Portfolio	<b>10</b> Contribute to our clients' CSR/Responsible Business ambitions and promote sustainability	Offer an innovative suite of responsible products and services	
	Business Continuity	<b>11</b> Ensure a robust Global Business Continuity management system	CWT to fulfill with the requirements of the best standards and norms in the domain such as ISO 22301	
		<b>12</b> Establish a best-in-class crisis management approach	Become the reference in terms of crisis management in the travel industry	

# Business Continuity Management

## *Business Resiliency: A Vital Customer Requirement*

CWT significantly enhanced its Business Continuity management and processes over the past two years, eliciting positive feedback from clients. The CWT Business Continuity Management strategy is compliant with all ISO Business Continuity certification standards.

Business Continuity Plans (BCP) provide the foundation for the company's efforts. Reviewed and revised twice a year, BCPs are in place at 200 CWT offices worldwide, including all offices in CWT's 50 wholly-owned countries. A Business Continuity Owner (BCO) takes ownership of the process in each office.

To ensure consistency of understanding and implementation, all BCOs and site managers were trained in 2012;

newcomers attended BCP training in 2013. BCP Awareness training has been designed for all employees. It is available in six languages and is stored on the company's intranet. In 2013, around 9,000 employees took part in the BCP Awareness training.

Each office has to perform two drills every year. The first drill is a mandatory fire drill. While the second is a scenario decided and organized by the BCP Steering Committee. All offices are required to perform this same scenario. For example, in 2013, a phone and email diversion/backup systems scenario was created and tested. Each drill was followed by a written report and BCPs were audited for those sites participating in the company's Operational Excellence program. CWT Operational Excellence is a formal program that analyzes best

practices, processes and tools to deliver the most effective, consistent, and pleasant experience to each traveler serviced.

Deployment of robust and standardized processes depends on solid teamwork. The members of the company's Business Continuity Steering Committee play an invaluable role by ensuring compliance and leading change. The committee is composed of functional, regional and country BCP owners. To help all employees understand the company's approach and policies and to maintain visibility, all Business Continuity Plans, as well as the CWT Business Continuity Policy, are available on the CWT intranet.

### Business Continuity Management System

- ▶ The new Business Continuity Management System implemented by CWT fully complies with the ISO22301 standard for Business Continuity and risk management
- ▶ This includes:
  - ▶ A Corporate Business Continuity Policy
  - ▶ A Business Continuity Plan template per office with a BCP owner
  - ▶ A training program
  - ▶ A drill campaign with report and corrective action plan as needed
  - ▶ Audit performed by Operational Excellence program

# From Business Continuity Planning to Crisis Management

## Business Continuity Plan Disclosure for Multinational Clients

The CWT BCP for global and multinational clients disclosure, in the form of a client BCP template, provides an overview of CWT's Business Continuity Management System and IT and Telecom Disaster recovery plan. It also contains the list of offices serving the client, including back-up sites, all relevant contacts and pertinent local information. With the client BCP template, use of a common format standardizes Business Continuity information provided to clients and ensures alignment with the CWT Business Continuity management approach.

A client BCP template was distributed to all program management teams in July 2013. And to date, BCP documentation has been provided to more than 100 clients worldwide – which includes all global clients and every multinational client that has requested one.

## First Global Crisis Drill for CWT

To help CWT prepare for a real-life crisis, the company held its first global crisis drill, organized by the Head of Business Continuity and Crisis Management, in January 2013. The five-hour drill included two phases:

- ▶ Phase 1 was built upon a scenario in which crises erupted simultaneously at two company locations in different regions of the world. BCP plans were activated and the CWT London 24/7 team sprang into action.
- ▶ Phase 2 started with the activation of the Corporate Crisis team and Crisis Communication Group, operating from different parts of the world. Both teams took on leadership roles to manage the simulated situations. They worked in coordination with the London 24/7 team.

This successful drill highlighted many strong points as well as areas for improvement. Relevant corrective actions were implemented throughout the year.



Business Continuity Steering Committee. From left to right: Florence Walch, David Diaz, Jessica Scheppard, Kasia Owczarz, Stamford Low, Tony Panter, Isabelle Bousquet, Johan Benthin, Alessandra Massa, Juan Carlos Garzon, Dominique Godin, Jim Day, Isabelle Douin. Not in the picture: Tim Husted, Chris Mullens, Dean Hubert, Christa Wolpert and Paul Hubbard.

## 2014 Business Continuity Objectives

- ▶ Roll out BCP version for partner countries and ensure training workshop.
- ▶ Deploy a risk assessment process in all CWT wholly-owned countries, documenting risk and impact analyses and risk responses.
- ▶ Fully roll-out Regional Crisis Teams in the Americas and APAC, covering procedure, training, and table-top drills.

# Responsible Portfolio: Traveler Care and Green Travel

## *Traveler Care: Putting the Traveler at the Heart of Travel Programs*

From enhancing safety and security to reducing travel stress, CWT always seeks new ways to deliver the perfect trip.

### **Traveler Safety: CWT Safety & Security**

Companies have an increasing responsibility to protect the welfare of traveling employees, just as they protect office personnel. CWT helps companies deliver more care and less risk, with the best tools available in the market. Through our strategic relationships with industry-leading suppliers, *CWT Safety & Security* helps companies meet their ethical and legal obligations to care for travelers with comprehensive travel risk management as well as medical and security services.

To proactively protect travelers, companies must be able to:

- ▶ Reduce risk by anticipating potential problems
- ▶ Locate travelers at any time, for any reason
- ▶ Communicate with travelers affected
- ▶ Assist travelers in need, anywhere in the world

### **Reducing Traveler Stress: CWT Travel Stress Index (TSI)**

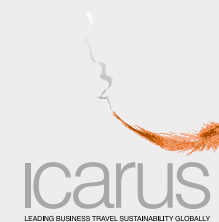
Traveling for business can be stressful, which can take a financial toll on an organization, as well as impact travelers' productivity and satisfaction. CWT helps clients measure and minimize the risk.

The *CWT Travel Stress Index*, a service of the *CWT Solutions Group*, quantifies the financial impact of travel-linked stress, often aggravated by an organization's travel policy:

- ▶ CWT assesses the current level and impact of traveler stress;
- ▶ CWT benchmarks stress against similar organizations;
- ▶ CWT suggests travel policy and travel program improvements to reduce the hard and soft dollar costs of travel to an organization

In September 2013, Carlson Wagonlit Travel received the "European Sustainability Outstanding Achievement Award 2013" in the Travel Supplier - Intermediary category from the Global Business Travel Association (GBTA) Project ICARUS in recognition of its innovative *CWT Travel Stress Index*.

See the announcement on the GBTA website:  
[www.gbta.org/foundation/ICARUS/Pages/Awards.aspx](http://www.gbta.org/foundation/ICARUS/Pages/Awards.aspx)





### Personalized Care: *CWT Portrait*

*CWT Portrait* enables CWT to better understand traveler needs, in order to deliver the best possible service for each trip. Built upon teamwork between CWT and the client, *CWT Portrait* helps ensure that each traveler profile is complete and up-to-date. Having complete and accurate profile information enables the delivery of a smooth trip.

### Traveler Messaging: *CWT Program Messenger*

Travelers need to receive important messages concerning their trip completeness, compliance or safety rapidly and reliably. *CWT Program Messenger* automates and simplifies the process, so travelers receive the information they need before, during or after travel.

This messaging tool enables travel managers to communicate real-time with their travelers, especially helpful when a traveler books a trip to a high-risk country. When combined with *CWT Safety & Security*, *CWT Program Messenger* gives travel managers another option to proactively protect travelers.

### Specialized Traveler Care: *CWT Energy, Resources & Marine*

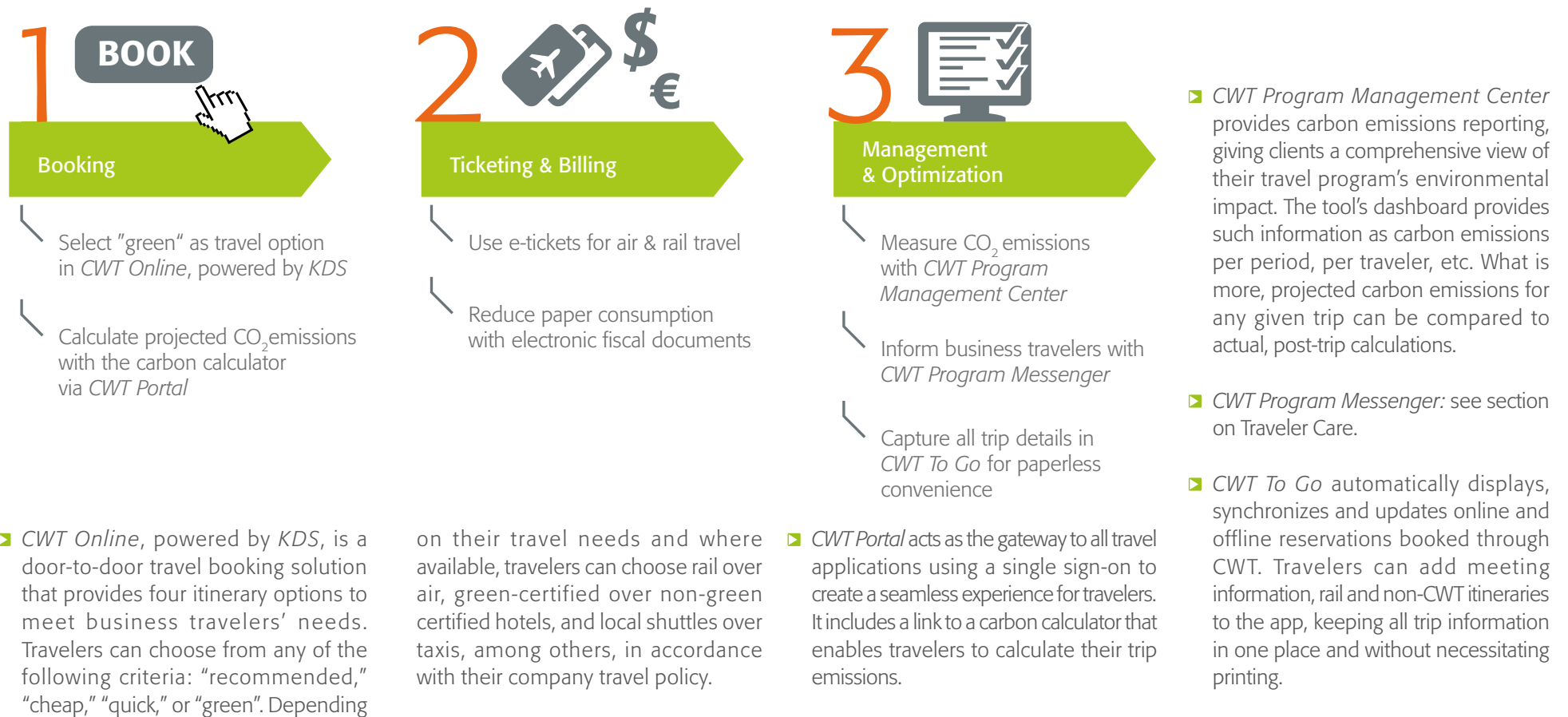
Industries such as energy, natural resources and marine require specialized traveler services, including heightened safety & security. Such services might be required, for example, for transporting off-shore oil rig workers for shift changes or arranging secure transport to high-risk destinations.





## Green Travel: Tools to Reduce the Carbon Footprint

Travel managers seeking to reduce the environmental impact of their travel and meetings need information. CWT is responding with a variety of tools and features to support green travel at different stages of the service chain:



# 8

# Community Involvement

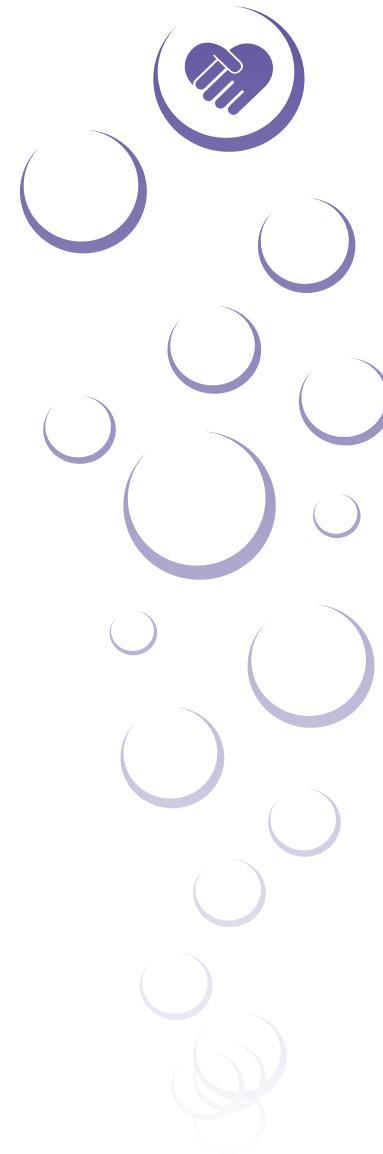
- ▶ Introduction
- ▶ CWT's Community Involvement Strategy
- ▶ Local and Corporate 2013 Community Initiatives

# Introduction

Long-dedicated to community involvement at the local and global level, CWT is developing a strategic approach to heighten the impact of its efforts. By concentrating on three key areas – Education, Emergency and Essential needs (3E) – the company aims to contribute to community development while leveraging its expertise and skills. The idea is to build upon community-focused initiatives that bring to life the CWT core values that most-strongly resonate with community involvement: commitment to excellence, cultural diversity, customer care and entrepreneurial spirit.

Many of the ongoing community involvement programs at country level align with the company's 3E approach. These range from support for PhD and postgraduate students in Estonia to CWT Sweden's holiday season support for the homeless and schooling for orphans to CWT Italy's ongoing contributions to education programs in Africa.

At the corporate level, in the Education field of action, CWT supports student career opportunities in travel and tourism through the Advisory Board of the Global Travel & Tourism Partnership (GTTP). In the Emergency field of action, the company contributed to Red Cross Red Crescent relief efforts for victims of Typhoon Haiyan, which devastated vast areas of the Philippines in 2013.



# CWT's Community Involvement Strategy

Committing to the communities where we do business encourages a long-term, mutually beneficial relationship. As an involved community partner, CWT can better understand a changing world, adapt its practices to best-serve clients worldwide and contribute to community empowerment and local economic development.

## CWT's 3E Strategy

CWT's Head of Global Responsible Business worked closely with representatives of corporate functions and geographic regions over the course of 2013 to develop the strategic direction of the company's community involvement. Known as the 3E strategy, the plan focuses on **E**ducation, **E**mergency, and **E**ssential needs. Thanks to the collaborative, strategic approach, the plan is closely aligned to CWT's business and takes into account local needs. The 3E strategy is designed to ensure that, for selected initiatives, CWT has the appropriate means and capability to make a real difference and that impact can be measured.

To create impact, CWT is committed to leveraging its expertise and skills as it contributes to the development of communities. By concentrating on Education, Emergency and Essential needs, the company will target areas where:

- ▶ There is strong community need
- ▶ CWT has the capacity to act
- ▶ CWT can maximize and measure impact by utilizing its expertise and international network
- ▶ CWT can strengthen its corporate identity by expressing the core values and strengths that most-strongly resonate with community involvement: commitment to excellence, cultural diversity, customer care and entrepreneurial spirit.



### Education

Education covers all forms of learning in which knowledge, skills and habits of a group of people are transferred from one generation to the next through teaching, training and research. As a forward-looking company, CWT is eager to create and provide life and career opportunities through education. We are willing to support educational programs, linked to the travel and tourism sector or not, that benefit children, young people and/or adults.



### Emergency



Emergency involves natural and man-made situations that pose an immediate risk to health, life, property or environment. When disaster strikes, CWT envisages how to provide assistance through non-governmental organizations operating in affected areas.



### Essential Needs

Essential needs are basic human necessities, including food, water and shelter. The company encourages employees to contribute to their local communities by helping provide essential needs. CWT supports and recognizes local community service initiatives from employees all over the world.

## Community Involvement RB Objective for 2015

Domain	Key Priority	15 Long-term Commitment	15 Objective for 2015	Status as of end of 2013
 <b>Community Involvement</b>	<b>Corporate Community Involvement</b>	<b>13</b> Care for the communities where we live and work, and contribute to their development through our skills and expertise	Deploy CWT's "glocal" approach and 3E strategy worldwide	

## 3E Community Involvement Handbook

To provide guidance and decision support for teams engaged, or seeking to engage, in community involvement initiatives, CWT developed a handbook for employees. The handbook presents the corporate strategy and recommendations for local initiatives, reviews sharing methodology and good practices, and supplies compliance criteria for projects involving donations.

We take corporate giving seriously and are mindful of the risks associated with bribery and corruption even in the charitable context.



# Local and Corporate 2013 Community Initiatives

## *Long-Established Local Community Support*

CWT's long tradition of community involvement is rooted in a great diversity of local initiatives. Taken as a whole, these initiatives form a rich, varied patchwork that demonstrate the company's commitment to community involvement. From financial and in-kind donations to corporate volunteering, our local initiatives support essential needs causes such as health, childcare and extreme poverty.

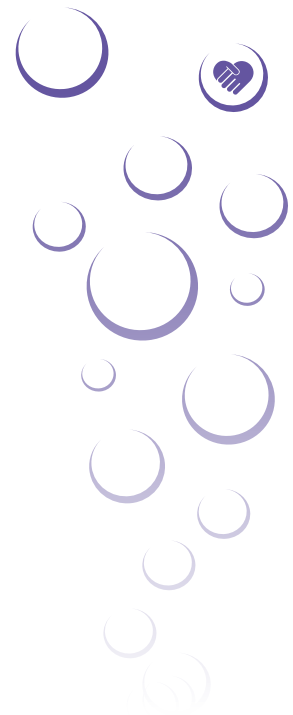
At country level, CWT employees support such child health and welfare programs as a Danish effort to donate teddy bears to children in Eastern Europe, a Polish campaign to provide gifts to children in childcare centers and support for *Save the Children* Lithuania's efforts to protect children from violence, psychological abuse, physical abuse and neglect.

In the Benelux countries, CWT employees have contributed both time and funds over the past two years to support cancer research, while employees in Denmark provide support for an organization that helps families with children suffering from cancer. Rather than offer holiday season gifts to clients, CWT Estonia donated funds for insulin pumps for children. Employees in Sweden likewise select a charity to receive funds that would otherwise be used for holiday gifts for employees. For example, in 2013, the company made a substantial donation to the Swedish Cancer Foundation.

CWT North America employees wrap 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. In 2013, 57% of employees at CWT headquarters in Minneapolis took part in the Carlson Community Giving Campaign, donating a total of \$82,000 to charity, an increase of 41% over 2012.

A volunteerism leave policy was launched in 2013, as one of the initiatives raised by the Asia-Pacific Diversity & Inclusion Council. This allows employees in APAC to take up to one working day of volunteerism leave in a calendar year to participate in the company's community service activities and events.





### CWT Italy Focus on Youth

CWT teams in Italy supported two worthy charitable organizations in 2013, for the third consecutive year. The organizations include *Occhi sul Terzo Mondo Onlus* (Eyes on the Third World), a non-profit group focused on education, vocational training, employment, health care and hospitality. The non-profit group's projects include a school complex in Uganda, schooling for orphans in the Republic of Congo and scholarships for students in Swaziland. CWT Italy also continued to support *Ospedale Pediatrico Bambino Gesù di Roma*, Europe's largest pediatric hospital and research center, with donations to families with children suffering from rare diseases.



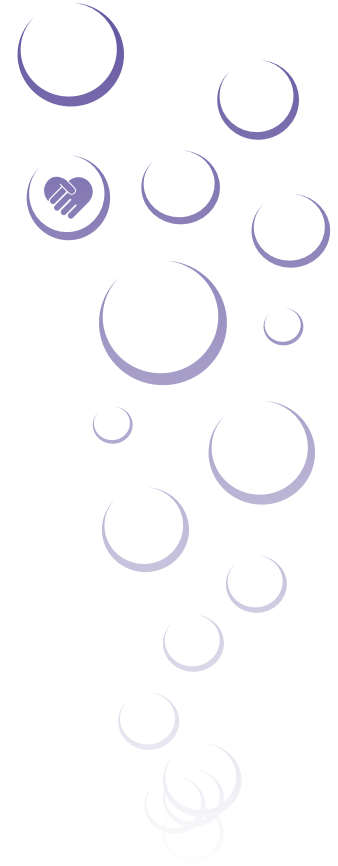
### CWT UK Making a Difference

In the UK, employees can take time off work for charitable or community projects as part of its new 'CWT Make a Difference – Volunteering Scheme.' Under the program, employees select projects for which they want to take time off. Management awards the best ideas by according time off to work on the projects. CWT UK is offering a total of 25 'Make a Difference' days to employees, who are invited to bid for a portion of this time off to work on their particular charity or community project. The time can be split in any number of ways, from 25 people each receiving one day off to make a difference to several people all getting time off to collaborate on a shared project.



### Old Cell Phones Support Cancer Victims in Spain

CWT Spain worked with the *Fundación Unique* in an innovative program to transform old cell phones into support for families of child cancer victims in 2013. The foundation placed cell phone collection bins in six CWT offices in Barcelona, Bilbao, Madrid and Seville. Disassembled in a specially-equipped facility, each phone brought in about 20 euros worth of reusable material, with all of the funds donated to a child cancer victim parents association.





# Corporate Initiatives

In 2013, CWT built and defined its Community Involvement strategy around its three fields of action – Education, Emergency, and Essential needs. Community Involvement is a collaborative and on-going process. CWT continues to work closely with its stakeholders to ensure its actions and partnerships will deliver strong and impactful initiatives to better serve communities.



CWT has been a Global Partner and member of the Advisory Board of the Global Travel & Tourism Partnership (GTTP) since 2012. GTTP is an international educational program that introduces students to career opportunities in travel and tourism. It helps secondary school students develop their awareness of the contribution of travel and tourism to their local and the global economy, and to develop workforce-ready skills, attitudes, and information.

To date, more than a million and a half students in twelve countries have



participated. The partnership consists of school systems, and local and international companies. The former provide teachers and classrooms, and the latter financial and in-kind support.

The GTTP began in Canada, Ireland and the UK but now focuses on countries where Travel & Tourism is vital to the economy, and there is a need for high-quality educational programs emphasizing experiential learning. GTTP member countries are Brazil, China, Hong Kong, Hungary, Jamaica, Kenya, Russia, South Africa and Tanzania. The original members serve as mentors.

Each GTTP member country has its own approach to teaching; the partnership works with education ministries to ensure compliance with national standards. In some countries, schools use a GTTP-developed curriculum while others use it to supplement their own courses.

To ensure students have a global perspective, the GTTP developed its PASSPORT TO THE WORLD: an Introduction to Travel & Tourism curriculum. Available in English, Russian, Magyar, Portuguese, French and Spanish, it has also been translated into Chinese.

To learn more, visit [www.gtpp.org](http://www.gtpp.org)



Photo credit: IFRC/PRC



In November 2013, the Philippines was severely affected by Typhoon Haiyan, (known locally as Yolanda). One of the most devastating typhoons to make landfall, the storm's death toll was more than 6,000. The typhoon affected more than 11.3 million people, including 659,000 displaced persons.

To demonstrate its support for the victims of Haiyan, CWT contributed financial aid through the Red Cross Red Crescent organization. The company also created a way for employees to donate to the same organization through an online platform.



# 9

## Responsible Business Performance





- ▶ Responsible Business Activities & Initiatives by Stake
- ▶ Indicators & Priorities

**Responsible Business Activities & Initiatives by Stake** | Indicators & Priorities

*Examples of activities and initiatives undertaken to address the stakes presented in Chapter 3: Responsible Business Strategy & Governance, include but are not limited to:*

Domain	Stake	Examples of activities and initiatives	Where to find in the report
 <p>Responsible Business Governance</p>	<p><b>Global Responsible Business Policy and Governance</b></p>	<ul style="list-style-type: none"> <li>▶ Signing of the UN Global Compact</li> <li>▶ Formalization of a dedicated strategic Responsible Business Council chaired by the President and CEO</li> <li>▶ Establishment of a Responsible Business (RB) network that includes regional and functional RB Ambassadors and RB Country Correspondents</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to the Message from the President and CEO, on page 7</li> <li>▶ Refer to Chapter 3: Responsible Business Strategy &amp; Governance, page 13</li> </ul>
	<p><b>Responsible Business Dashboard &amp; KPIs</b></p>	<ul style="list-style-type: none"> <li>▶ Measuring our RB performance through a set of indicators</li> </ul>	<ul style="list-style-type: none"> <li>▶ See next section, pages 88 - 89</li> </ul>
	<p><b>Regular Stakeholder Dialogue</b></p>	<ul style="list-style-type: none"> <li>▶ Promotion of our global RB initiatives and programs to our employees, partners, suppliers, and clients</li> <li>▶ Achieving Silver recognition level in the EcoVadis assessment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to Chapter 3: Responsible Business Strategy &amp; Governance, page 13</li> </ul>
 <p>Ethics &amp; Business Behavior</p>	<p><b>Ethics Governance and Compliance</b></p>	<ul style="list-style-type: none"> <li>▶ All employees are required to take Ethics training</li> <li>▶ Zero-tolerance of bribery and corruption</li> <li>▶ Enhancement of our Code of Business Ethics and Conduct</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to Chapter 4: Ethics &amp; Business Behavior, page 27</li> </ul>
	<p><b>Ethics towards Stakeholders</b></p>	<ul style="list-style-type: none"> <li>▶ Disclosure of our enhanced Code of Business Ethics and Conduct (the "Code") to the public</li> <li>▶ Requiring our partners and suppliers to adhere to the Code</li> <li>▶ Availability and accessibility of the Ethics Helpline 24/7:                             <ul style="list-style-type: none"> <li>- online in 44 languages ; by phone in 26 languages</li> </ul> </li> </ul>	
 <p>Human Rights</p>	<p><b>Responsible Relations with Partners &amp; Suppliers</b></p>	<ul style="list-style-type: none"> <li>▶ Enforcing compliance with the enhanced version of our Code of Business Ethics and Conduct</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to Chapter 4: Ethics &amp; Business Behavior, page 27</li> </ul>
	<p><b>Diversity and Equal Opportunities</b></p>	<ul style="list-style-type: none"> <li>▶ Strengthening our culture of diversity and inclusion across the company</li> </ul>	<ul style="list-style-type: none"> <li>▶ Refer to Chapter 5: Human Resources, page 37</li> </ul>

Responsible Business Activities & Initiatives by Stake | Indicators & Priorities

Domain	Stake	Examples of activities and initiatives	Where to find in the report
 <p>Human Resources</p>	Talent Acquisition and Human Capital Development	<ul style="list-style-type: none"> <li>Integration and deployment of our Employee Value Proposition (i.e. employer brand) into our talent acquisition process</li> <li>Continuous learning and development modules and programs for our employees</li> <li>Enabling internal mobility and creating opportunities for advancement</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Chapter 5: Human Resources, page 37</li> </ul>
	Social Dialogue & Employee Satisfaction	<ul style="list-style-type: none"> <li>Annual employee engagement survey in place</li> <li>Creation of a Special Negotiation Body (SNB) to negotiate the creation of a CWT European Works Council</li> </ul>	
	Health and Safety at Work	<ul style="list-style-type: none"> <li>Variety of country initiatives</li> </ul>	
	Working Conditions		
 <p>Environment</p>	Energy and Carbon Management	<ul style="list-style-type: none"> <li>Annual Carbon Footprint reporting</li> <li>Publication of our Global Environmental Charter</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Chapter 6: Environment, page 57</li> </ul>
	Electronic Waste and Paper Management	<ul style="list-style-type: none"> <li>Recycling initiatives implemented in various sites</li> </ul>	
 <p>Responsible Products &amp; Services</p>	Data Protection	<ul style="list-style-type: none"> <li>A Data Protection &amp; Privacy Steering Committee oversees and guides programs in this area</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Chapter 4: Ethics &amp; Business Behavior, page 27</li> <li>Refer to Chapter 7: Responsible Products &amp; Services, page 69</li> </ul>
	Client Safety	<ul style="list-style-type: none"> <li>Providing tools and services as enablers</li> </ul>	
	Business Continuity Management	<ul style="list-style-type: none"> <li>Ensuring ongoing service, consistency and recoverability during disruptions/critical events impacting our operations</li> </ul>	
	Green, Innovation and Responsible Portfolio	<ul style="list-style-type: none"> <li>Providing products, services, and solutions to clients to help them reach their own sustainable objectives</li> </ul>	
 <p>Community Involvement</p>	Global Community Involvement Strategy and Policy	<ul style="list-style-type: none"> <li>Creation of a 3E (Education, Emergency, Essential needs) strategy and guidelines on community involvement projects</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Chapter 8: Community Involvement, page 77</li> </ul>
	Contribution to the Local Economic and Social Development	<ul style="list-style-type: none"> <li>Encouraging mid- to long-term engagement with community involvement partners</li> </ul>	

## Responsible Business Indicators & Priorities

Domain	Indicators	Scope	2013	2014-2015 Priorities
<b>Responsible Business Governance</b>	Number of Responsible Business Councils per year	Global	Due to the launch of the global governance at the end of 2013, 1 meeting was held	<ul style="list-style-type: none"> <li>Deploy the RB governance:                             <ul style="list-style-type: none"> <li>- Organize RB Councils several times a year</li> <li>- Regular meetings with RB Ambassadors and RB Country Correspondents</li> <li>- Monitor progress through a set of indicators</li> </ul> </li> </ul>
<b>Ethics and Business Behavior</b>	% of employees trained about the Code of conduct/ethics, anti-corruption	Global	Almost 100% Ethics Training Completed	<ul style="list-style-type: none"> <li>Ethics and Compliance event to further heighten global awareness and promote the rollout of the enhanced Code of Business Ethics and Conduct</li> <li>Training throughout 2014-2015</li> <li>A Responsible Supplier Code to supplement the Code of Business Ethics and Conduct</li> </ul>
	% of employees who acknowledged the Code	Wholly-owned countries	Approx. 100%	
	Ethics Helpline	Global	available 24/7: <ul style="list-style-type: none"> <li>- online in 44 languages</li> <li>- by phone in 26 languages</li> </ul>	
<b>Human Resources and Human Rights</b>	Number of employees	Global	19,000	<ul style="list-style-type: none"> <li>Further expand diversity &amp; inclusion initiatives and develop a diversity &amp; inclusion charter</li> <li>Inclusion of a Responsible Business (RB) category in our annual CEO Awards to recognize employees/teams that make significant RB progress and create impact in this area</li> </ul>
	% of women among executive population	Global	34%	
	Employee engagement survey	Wholly-owned countries	Approx. 90% of employees responded	
	Delivering the perfect trip core curriculum training	Wholly-owned countries	9,555 travel counselors assigned	

Responsible Business Activities & Initiatives by Stake | Indicators & Priorities

Domain	Indicators	Scope	2013	2014-2015 Priorities
Environment	Ratio: tCO <sub>2</sub> e emissions per employee	France, US, Canada, UK&I, Germany/Austria, Netherlands	2.8 tCO <sub>2</sub> e	<ul style="list-style-type: none"> <li>Continuation of the last two year's carbon reporting project</li> <li>Develop an environmentally responsible culture</li> <li>Reduce our GHG emissions</li> </ul>
	Recycled waste	Global and EMEA Paris office	4,552 kg (Apr to Dec)	
Responsible Products & Services	Business Continuity Plan (BCP) in place, documented and tested, with two drills completed	Wholly-owned countries	Achieved	<ul style="list-style-type: none"> <li>Roll out BCP version for partner countries and ensure training workshop</li> <li>Deploy a risk assessment process in all CWT wholly-owned countries, documenting risk and impact analyses and risk responses</li> <li>Fully roll-out Regional Crisis Teams in the Americas and APAC, covering procedure, training, and table-top drills</li> <li>Enhance our products, services and solutions portfolio to further integrate Responsible Business needs</li> </ul>
	Formal documentation of a crisis management process	Wholly-owned countries	Achieved	
	All executive members of the Corporate Crisis Team have been trained and have participated in a full activation drill	Global	Achieved	
Community Involvement	% of wholly owned countries active in community involvement	Wholly-owned countries	50%	<ul style="list-style-type: none"> <li>Roll-out our 3E Community Involvement action plan</li> </ul>





# 10



## Glossary

- ▣ A - C
- ▣ D - S
- ▣ S - U

# Glossary

## A

**Anti-Competitive Behavior** – Actions of an organization and/or employees that may result in collusion with potential competitors to fix prices, coordinate bids, create market or output restrictions, impose geographic quotas, or allocate customers, suppliers, geographic areas, and product lines with the purpose of limiting the effects of market competition.

**Anti-Trust and Monopoly Practices** – Actions of an organization that may result in collusion to erect barriers to entry to the sector, unfair business practices, abuse of market position, cartels, anti-competitive mergers, price-fixing, and other collusive actions which prevent competition.

## B

**Bid Rigging** – Bid rigging is an illegal conspiracy in which competitors join to artificially increase the prices of goods and/or services offered in bids to potential customers. It may also include carving up the potential business between the conspirators. Bid rigging is a felony

punishable by fines, imprisonment or both.

**Bilan Carbone** – “Bilan Carbone” is a French term and proprietary name, which refers to a carbon footprint assessment methodology originally developed by the French Energy and Environment Agency (ADEME). It comprises a GHG accounting tool, which takes into account the primary and final energy of products and services. It is now managed by “Association Bilan Carbone”.

## C

**Carbon Dioxide Equivalent (CO<sub>2</sub>e)** – Carbon Dioxide (CO<sub>2</sub>) equivalent is the measure used to compare the emissions from various greenhouse gases based on their global warming potential (GWP). The CO<sub>2</sub> equivalent for a gas is derived by multiplying the tonnes of the gas by the associated GWP.

**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 Disclosure Project (CDP)** – CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information. They work with market forces to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them. Visit their website at [www.cdp.net](http://www.cdp.net)

**Communication on Progress (COP)** – The COP is a mandatory report published by companies that are UN Global Compact

participants. A COP demonstrates a participant’s advancements against the Ten Principles of the Global Compact and reiterates a strategic commitment to abide by those principles. Companies that do not publish a COP within two years in a row are expelled from the list of Global Compact participants.

**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.

**D**

**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.

**G**

**Greenhouse Gas (GHG) Inventory** – See Carbon Footprint.

**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).

**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)

**I**

**ISO 14001** – 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. Official website: [www.iso.org](http://www.iso.org)

**ISO 26000** – Also 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)

**K**

**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)

**N**

**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.

**R**

**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.

**S**

**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, 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.

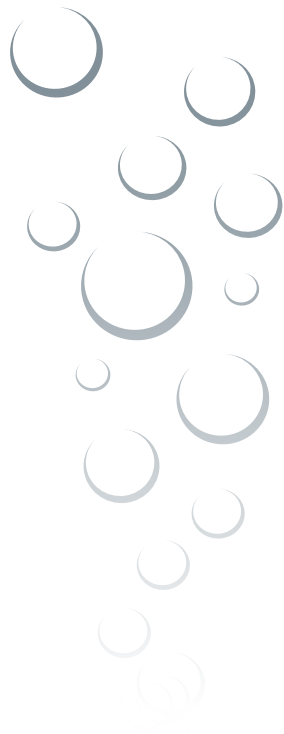
**U**

**United 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)** – UK government department responsible for policy and regulations on environmental, food and rural issues. Their priorities are to grow the rural economy, improve the environment and safeguard animal and plant health. To learn more about Defra, visit their website at [www.gov.uk/government/organisations/department-for-environment-food-rural-affairs](http://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs).



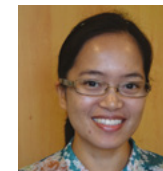
# Acknowledgments

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## The Global Responsible Business team

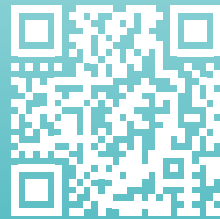


**Françoise Grumberg**  
Vice President,  
Global Responsible Business



**Donna Borlongan**  
Project Manager,  
Global Responsible Business

Reach out to us at: [responsiblebusiness@carlsonwagonlit.com](mailto:responsiblebusiness@carlsonwagonlit.com)



CWT, Global Responsible Business  
31, rue du Colonel Pierre Avia 75015 Paris - France

[www.carlsonwagonlit.com](http://www.carlsonwagonlit.com)