



2018
sustainability
report

BCD  **travel**
travel smart. achieve more.™

Our 2018 Sustainability Report summarizes all activities, procedures and achievements for the calendar year 2017 and covers BCD Travel's wholly owned countries and its operating units Advito and BCD M&E. It aligns with the 10 principles of the United Nations Global Compact and with the GRI Standards. References to both are indicated in each section of the report. A comprehensive GRI report can be found [here](#).

For more information on BCD Travel's sustainability initiatives, please visit our web site under www.bcdtravel.com.

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Section 1

Leadership Perspective





John Snyder

President and
chief executive officer

Kathy Jackson

Executive vice president
of global program management
and executive chair of
sustainability

A message from John Snyder, president and CEO, and Kathy Jackson, executive vice president of global program management and executive chair of sustainability.

Our collective mission is clear: As individuals and organizations, we all share the responsibility of good stewardship rooted in sustainability to maintain a vibrant world. We're pleased to present our 2018 Sustainability Report in support of the 10 principles UN Global Compact. In this report, we also share all the ways BCD

Travel has been working to advance the UN Sustainable Development Goals.

We take our charge seriously and are fully committed to supporting global efforts to protect our planet and fight against poverty, inequality and injustice everywhere and in all forms.

We are equally serious about our obligation to our employees, our clients and our communities.

**In 2017
we pursued a shift
from corporate social
responsibility
to sustainability.**

Our deep commitment is rooted in our company's strategic direction, which guides our growth and tells us where we need to focus to achieve our vision. Sustainability lies at the core of everything we do and touches all four focus areas of our strategic direction: Human and Social Value, Engaged Travelers, Intelligent Programs and Built for Change. In 2017 we adopted new language to more accurately describe our commitment. Instead of referring to "corporate social responsibility," we now describe our efforts around "sustainability." It's a commitment to achieving a better workplace, world and business.

Our annual sustainability report has been constructed in accordance with the Global Reporting Initiative (GRI), an international independent organization that helps businesses, governments and other organizations to consider their impacts on a wide range of sustainability issues, enabling them to be more transparent about the risks and opportunities they face.

The GRI sustainability reporting standards have helped us set goals, measure our performance, and manage change to make our business activities more sustainable. Our 2018 Sustainability Report summarizes all activities, procedures and achievements for the calendar year 2017 applicable to BCD Travel's wholly owned countries.

Here are some of our highlights:

1. BCD Travel maintained the EcoVadis gold ranking that placed us in the top 1% of all suppliers for sustainability and improved upon its previous year's score by 15%. We are the only travel management company to achieve the top rating for two consecutive years.
2. Shift to sustainability: It's more comprehensive and more ambitious than corporate social responsibility. It better aligns with the true scope of our focus—and the impact of our accomplishments—on employees, clients and communities.
3. Governance & business ethics: We refreshed our Code of Conduct and Non-compliance Reporting policy to reflect recent changes and made them available to all employees.

4. Environment, health & safety: The health and safety of our employees and environmental stewardship remain a top priority. We increased the percentage of ISO 14001 & OHSAS 18001 accredited locations around the world to 58%. Our U.S. data center additionally became ISO 14001 accredited.
5. Supplier sustainability: We've extended our supplier sustainability program by conducting supplier assessments to ensure that suppliers' social, ethical and environmental initiatives align with our sustainability objectives. The assessments also help us anticipate risks and areas of improvements within our supply chain.
6. Service performance: BCD Travel's TripSource® received the global Web Marketing Association's 2017 Outstanding Mobile App Award. The association said its communications, booking and self-service features take the hassle out of business travel, making the app a true benefit for traveler well-being.
7. Global energy saving program: We reduced our carbon footprint by 6.8% across BCD Travel wholly owned locations.



We increased the percentage of ISO 14001 & OHSAS 18001 accredited locations around the world to 58%.



8. Workplace practices: Investors in People, a globally recognized workplace ratings firm, awarded BCD Travel an accreditation in people management, positioning us as one of the top companies to work for in the corporate travel industry. This accreditation validates the strengths of our workplace and the effort we have put into improving it.

9. Quality management: We extended BCD Travel's ISO 9001 certification to include the Enterprise Development Information Intelligence & Support business unit. Our core data processing activities are certified and meet best practice quality standards for corporate data cleansing, accuracy processes and data center services.

Creating "the world we want" begins with individuals. So, we continue to encourage our employees' efforts to improve their local communities through social investment and charitable activities.

Our passion for creating the world we want is reflected in our global partnership with ECPAT, the leading organization seeking to end the commercial sexual exploitation of children. It's also reflected in the work of The John & Marine van Vlissingen BCD Family Foundation and our local charity projects. These entities helped raise and distribute funds in 2017 across the globe, with a special focus on L'École de Choix, a school in Haiti dedicated to improving the lives of children.

Our sustainability program has demonstrated ongoing improvement since its launch in 2007. We are proud of our achievements and continue to strive for more—for our company, our industry and the world. We will keep raising the bar, working to improve on our achievements to date. We'll also continue to leverage our leading position in the corporate travel industry to encourage more companies to join the global movement and take action to become sustainable companies.





Section 2

Our Company



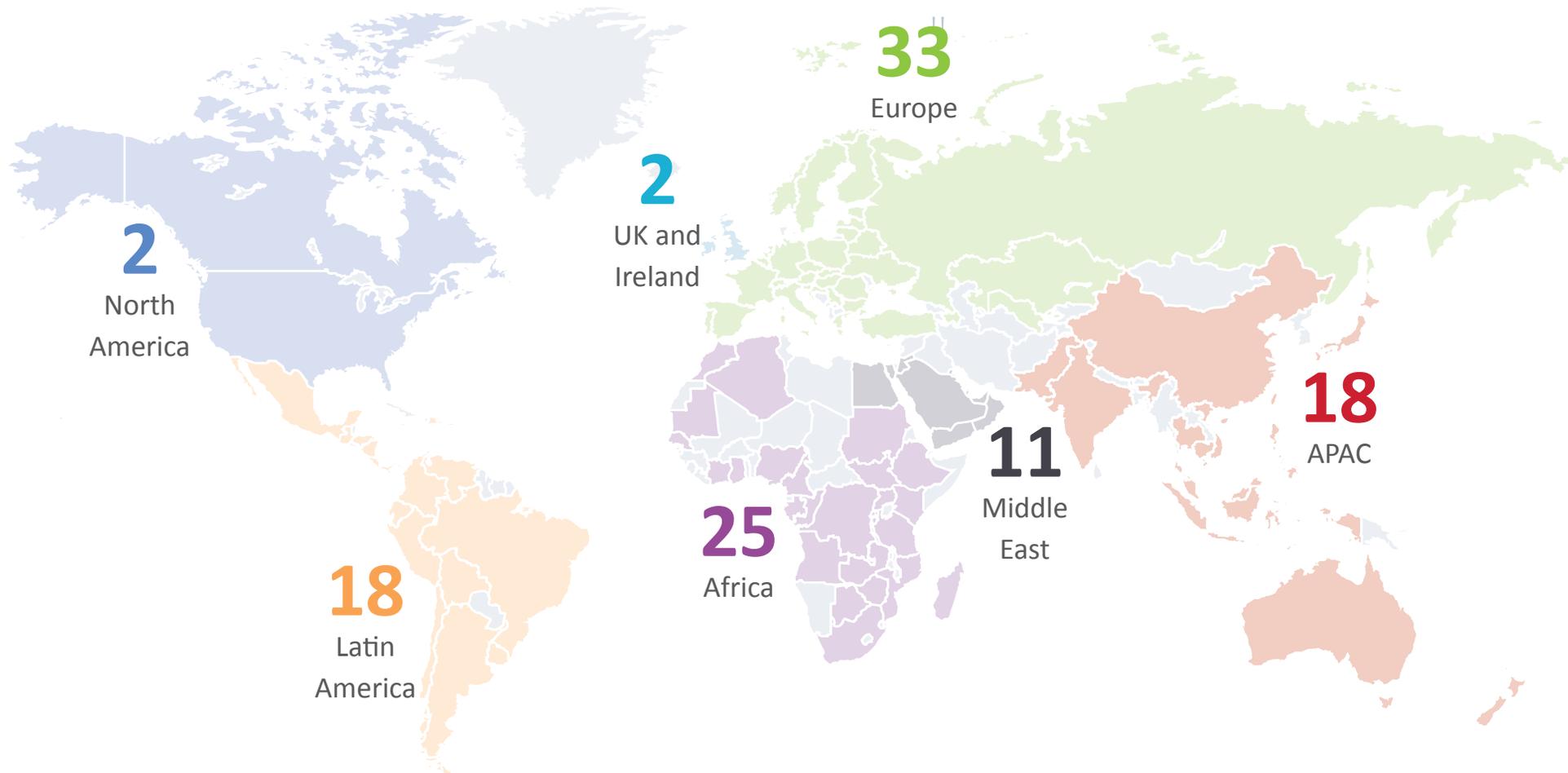


About BCD Travel

As one of the three largest TMC in the world, BCD Travel helps companies make the most of what they spend on travel. For travelers, this means keeping them safe and productive, and equipping them to make good choices on the road. For travel and procurement managers, it means advising them on how to grow the value of their travel program.

In short, we help our clients travel smart and achieve more. We make this happen in 109 countries with almost 13,500 creative, committed and experienced people. And it's how we maintain the industry's most consistent client retention rate (95% over the past 10 years), with 2017 sales of US\$25.7 billion. BCD Travel's regional headquarters are located close to our customers so they have immediate access to our senior leadership. For more information, visit www.bcdtravel.com.





Global presence

Operating in 109 countries. 18 countries in Latin America: **Argentina**, Bolivia, **Brazil**, **Chile**, Colombia, **Costa Rica**, Curacao, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, **Mexico**, Nicaragua, Panama, **Peru**, Uruguay, Venezuela. Two countries in North America: **U.S.** and **Canada**. 33 countries in Europe: Austria, Azerbaijan, **Belgium**, Bulgaria, Croatia, **Czech Republic**, **Denmark**, Estonia, **Finland**, **France**, **Germany**, Greece, Hungary, Italy, Kazakhstan, Latvia, Lithuania, **Luxembourg**, **Netherlands**, **Norway**, **Poland**, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, **Sweden**, **Switzerland**, Turkey, Ukraine, Uzbekistan. Two countries in **UK** and **Ireland**: (same).

18 countries in APAC: **Australia**, Bangladesh, Cambodia, **China**, **Hong Kong**, **India**, Indonesia, Japan, Korea (South), Malaysia, New Zealand, Pakistan, Philippines, **Singapore**, Sri Lanka, Taiwan, Thailand, Vietnam. 25 countries in Africa: Algeria, Angola, Botswana, Burundi, Cameroon, Democratic Republic of Congo, Ethiopia, Ghana, Ivory Coast, Kenya, Madagascar, Mauritania, Mauritius, Morocco, Mozambique, Nigeria, Republic of Congo, Rwanda, Senegal, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe. 11 countries in the Middle East: Bahrain, Egypt, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, U.A.E., Yemen.

The countries in bold are our wholly owned countries.



Business travel management

We're the only major travel management company to offer a standard global Service Level Agreement (SLA) in all markets regardless of whether we have an ownership stake.

Our global SLA means consistent operating standards across all markets. For travelers, this means a quality and consistency of service wherever they're based; improved productivity and enhanced travel experience.

We provide tools and services that cover every aspect of a company's travel program, including booking and procuring travel services like air, hotel, car and rail; 24/7 agent support; dedicated account management; personalized consulting; and advanced security and tracking tools.



Air



Hotels



Rental car



Rail / Eurostar



Ferry



After-hours



Account management



Relief staff



Traveler security



Meet and greet



Foreign currency



Passport / Visa



Ticket tracking



Disaster recovery



Consulting



Meetings and events



Smart travel management covers consulting and meetings

ADVITO

Advito is the travel industry's most progressive consultancy, enabling procurement leaders to modernize their approach to managing the travel and meetings spend category. Led by a unique team of multi-disciplinary experts and thought leaders, we work with both clients and suppliers to push the boundaries of traditional air and hotel sourcing and strategic meetings management for higher program returns. We provide advisory, procurement and outsourcing services in the areas of corporate travel sourcing, expense and meetings management, along with RFP development and management; benchmarking and vendor management services. We minimize our clients' travel spend and maximize their travel program value in a data-rich, consumer empowered world. Headquartered in Chicago, Advito operates in key business markets around the world. For more information, visit www.advito.com.



BCD Meetings & Events (BCD M&E), a trusted, award-winning global meetings and events agency, helps companies design and execute meetings and events through strategic solutions, innovation and the power of imagination. BCD M&E employs more than 1,400 passionate, creative employees who believe in the power of human connection. Headquartered in Chicago with locations in more than 50 countries, BCD M&E offers customers solutions ranging from event design and execution to full strategic meetings management programs. BCD Meetings & Events is an independently managed operating company of BCD Group and a sister organization of BCD Travel. For more information, visit www.bcdme.com.

About BCD Group

BCD Group is a market leader in the travel industry. The privately-owned company was founded in 1975 by John Fentener van Vlissingen and consists of BCD Travel (global corporate travel management), Travix (online travel: CheapTickets, Vliegwinkel, BudgetAir, Flugladen and Vayama), Park 'N Fly (off-airport parking), Airtrade Holland (consolidation and fulfillment) and joint ventures Parkmobile International (mobile parking applications).



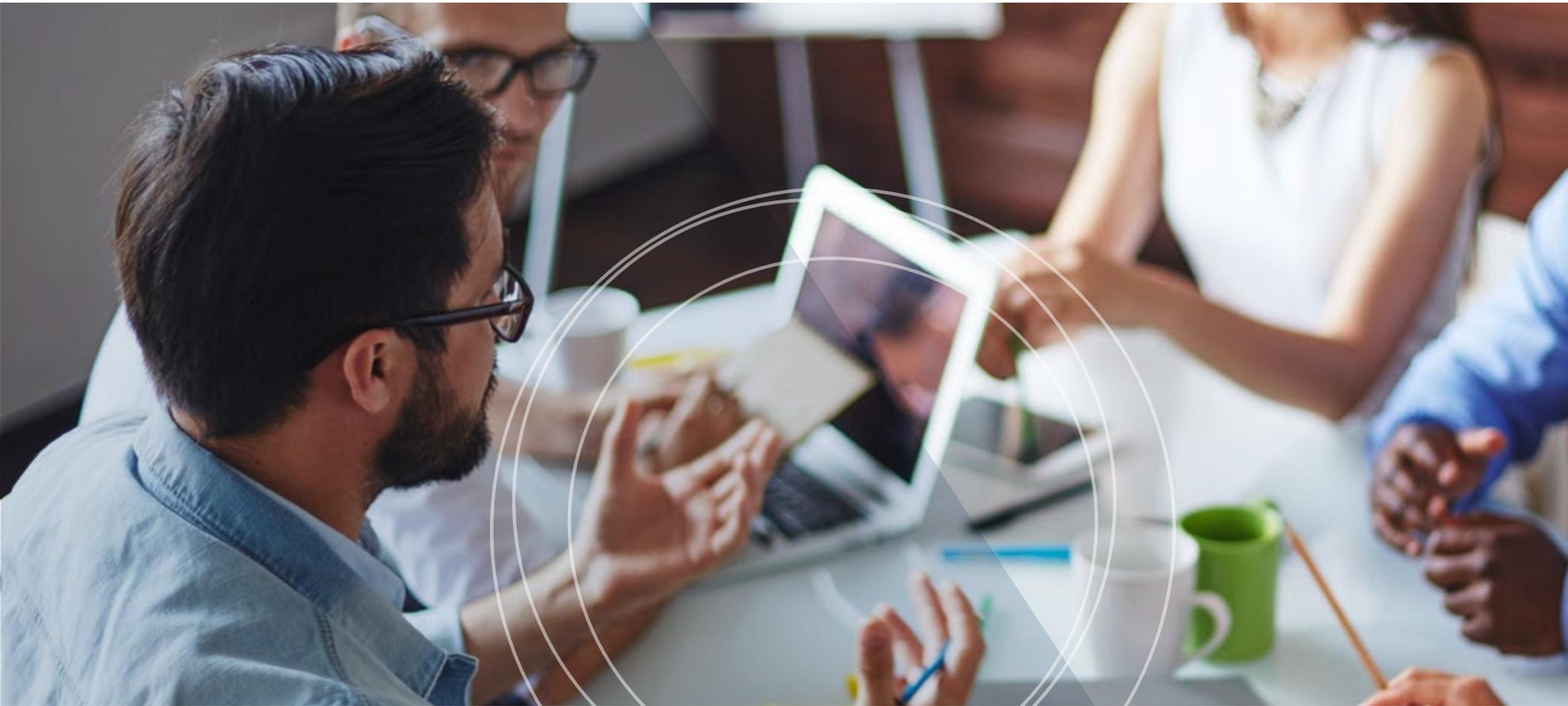
Awards & recognition

- Web Marketing Association's 2017 Outstanding Mobile App Award (TripSource®)
- Travel Magazine's Best Business Travel Agency (Belgium)
- Investors in People Silver Level Accreditation (through 2020)
- Gold rating for corporate social responsibility performance (EcoVadis)
- Supplier Excellence Program EPIC Award (Raytheon)
- America's Best Mid-Size Employers for 2017 (Forbes)
- Top international company for mothers (WAHM.com)
- Top working environment (FlexJobs)
- Most admired Travel Management Company (The Beat)
- Travel Magazine Innovation Award for TripSource (Luxembourg)



MOST ADMIRABLE
TRAVEL MANAGEMENT COMPANY





Section 3

Our Approach



Our mission is to help people and companies travel smart and achieve more. **Our vision** is to be the world's most trusted and innovative travel management company.

Sustainability is at the core of everything we do and means that we ethically manage our environmental, social and financial responsibilities to ensure our ongoing business success—without limiting options for future generations. We previously used the term “corporate social responsibility” (CSR) to describe how we create a better workplace, a better business and a better world. We shifted to sustainability, to better reflect the true scope of our focus—and the impact of our accomplishments—on employees, clients and communities.

Our strategic direction is our company's guided evolution, rooted in four key components. As we grow and change, these “indicators” show us how well we're bringing our strategies to life. They help us move from our mission to our vision.

Human & social value

We want to create an environment that encourages and enables our people to develop to their fullest potential. And we turn the same energy and values toward making a difference in the lives of our customers and communities.

Engaged travelers

Every interaction we have before, during and after the booking process is a chance for us to exceed traveler expectations, with easy and timely access to relevant content and a highly personalized experience. That makes for a happy traveler; shapes and reinforces good traveler behavior; and helps travelers make smart decisions. Engaged travelers can drive significant savings, policy compliance and other business objectives. That's good for the program and good for companies.



Intelligent programs

We drive smart decisions for our customers with business intelligence that engages travelers throughout the trip cycle, influences spend and goes beyond “what is” to help people answer the question: “What if?”

Built for change

We're showing customers how deep, sustained program change can open new doors in savings, satisfaction and security. And we're building for change in our own structures and processes—so we can be more efficient and deliver even better service.



WE SUPPORT

UN Global Compact Communication on Progress

BCD Travel has been a signatory to the UN Global Compact since 2008, and continues to support the 10 principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence.

This report outlines our most recent disclosures on our policies and performance on critical global issues. BCD Travel remains committed to making progress in each of these areas for the benefit of our employees, customers, suppliers, stakeholders and wider society. We welcome the opportunity to join other like-minded companies in supporting the UN's principles for sustainable development.

Principles of the Global Compact	Supporting Policies
Human Rights	
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Sustainability Principles Supplier Code of Conduct Modern Slavery Act
Principle 2: make sure that they are not complicit in human rights abuses.	The Code Code of Conduct
Labor	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	HR guidelines and employee handbooks Collective wage agreements Local Works Councils European Works Council Supplier Code of Conduct
Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor;	Sustainability Principles Supplier Code of Conduct
Principle 5: the effective abolition of child labor;	Supplier Code of Conduct The Code UK Modern Slavery Act policy
Principle 6: the elimination of discrimination in respect of employment and occupation.	HR guidelines and employee handbooks Sustainability Principles Equal Employment Opportunity statement Recruitment policy Supplier Code of Conduct
Environment	
Principle 7: Businesses should support a precautionary approach to environmental challenges;	Sustainability Principles Environmental Health and Safety policy Supplier Code of Conduct
Principle 8: undertake initiatives to promote greater environmental responsibility;	Environment, Health & Safety policy
Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Environment, Health & Safety policy Green ICT Action Plan
Anti-Corruption	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Code of Conduct, Non-compliance Reporting Policy, SpeakUp system Supplier Code of Conduct





The Sustainable Development Goals (SDGs) were adopted in 2015 by the 193 United Nations (UN) member states. These 17 goals address economic, environmental and social impacts, and are designed to form a blueprint for good growth, nationally and internationally, by 2030. They're underpinned by 169 targets to help define progress.

BCD Travel has supported this shared plan of action for people, planet and prosperity for two years. Through our strategic direction and business activities, we contribute directly and indirectly to the achievement of the SDGs. We identified and prioritized five areas that are most relevant for our business:

No poverty (1) – End poverty in all its forms everywhere.

The John & Marine van Vlissingen BCD Family Foundation supports projects that help improve socio-economic conditions in developing countries. The foundation supports L'École de Choix in Haiti, working with the school to offer high-quality education to children living in extreme poverty in Mirebalais, Haiti. The project

aims to give underprivileged children the opportunity to make an extraordinary impact on the social fabric, the economy, the non-profit environment, the business sector—every aspect of the Haitian community.

In 2017, we supported almost 30 projects around the world to help children in need in poor communities and in places where BCD employees live and work.

Quality education (4) – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

We employ almost 13,500 staff globally and provide internships to many students. We proactively promote equal access for minority groups, women and people from socially disadvantaged backgrounds, as well as encourage awareness of social and environmental issues.

Gender equality (5) – Achieve gender equality and empower all women and girls.

Diversity is an important factor in our business success. Globally, our staff is 70% female and 30% male, reflective of the traditionally female-oriented travel industry. Our workplace programs, including sponsorship, mentoring, training and coaching opportunities, help guide our

employees to advance their skillsets and careers. Our flexible work policy supports working from home and shared parental leave, helping our employees accommodate their priorities outside of work.

Climate action (13) – Take urgent action to combat climate change and its impacts.

Action on climate is a priority for BCD Travel. Greenhouse gases are the biggest environmental impact for our business, so we've made it central to our sustainability strategy.

Our operations are ISO 14001 accredited, and we provide our clients with green travel solutions.

Partnerships for the goals (17) – Strengthen the means of implementation and revitalize the global partnership for sustainable development.

We work with external stakeholders to mobilize and share knowledge, expertise, and technology, to support the achievement of the Sustainable Development Goals in all of the countries where we operate.

Governance structure

Our sustainability executive committee is comprised of five members from BCD's global executive team and representatives from functions relevant to our sustainability initiative. The committee meets four times per year to discuss strategy and to oversee efforts in corporate responsibility, human rights, environmental stewardship, employee health and safety, ethical business practices, information security, community initiatives, diversity and inclusion and equal opportunity. We routinely monitor our internal Code of Conduct and compliance with related laws and regulations.

Specialists from functional teams define, implement and coordinate initiatives that contribute and ensure the success of our sustainability and strategic goals.

The global sustainability team and local country coordinators help raise awareness throughout the organization on the issues represented by our sustainability principles.

BCD Travel also maintains separate leadership groups dedicated to areas such as operations, risk and compliance, supply chain and environment, health and safety. These groups include leaders with relevant expertise from business segments and functions. They meet periodically to evaluate our progress in implementing our strategies and to evaluate performance goals.

Stakeholder engagement

We have a diverse range of stakeholders, including our customers and their travelers, travel industry groups, charities, sustainability groups and BCD staff.

We engage our stakeholders around the globe in our planning and strategic development, to make sure our business direction reflects the proper priorities and business travel industry best practices. Our local markets play an important role in forming relationships with local stakeholders.

For us, engagement is a continual process, rather than a one-off exercise.

We use a wide range of methods to reach our stakeholders, including focus groups, workshops, formal research and the myriad of conversations which take place between our staff, partners and customers on a daily basis.





Section 4

Governance, Ethics & Compliance

Strong governance within BCD Travel provides the foundation for building a culture of ethical behavior and minimizing business risk.

By acting with integrity, we gain the trust of our customers, business partners and other stakeholders and create a positive impact on society.

Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
<p>Business governance, ethics & compliance</p>	<p>Further develop our governance, compliance and ethics programs to cover global operations; demonstrate transparency and leadership to all stakeholders.</p>	<p>Complete Code of Conduct training.</p> <p>Create awareness of Code of Conduct importance through marketing and communication channels.</p> <p>Extend ISO 14001 and OHSAS 18001 accreditation.</p>	<p>97.4% of all staff completed Code of Conduct training.</p> <p>Created additional Code of Conduct awareness material and communicated to all employees.</p> <p>58% of all operations have achieved ISO 14001 and OHSAS 18001 accreditation.</p>	<p>Achieve ISO 14001 and OHSAS 18001 accreditation in all locations.</p> <p>Continue the multi-year review and update of global groups policies; include sustainability criteria where appropriate.</p>
<p>IT governance & data protection</p>	<p>Continue to protect 100% of corporate and customer data and information from loss, manipulation, unauthorized access and falsification, by complying with legal provisions and by adopting international security standards such as ISO 27000 series and PCI – DSS into global security standards.</p>	<p>Achieve ISO 27001:2013 accreditation for all data centers.</p> <p>Extend ISO 9001 accreditation to cover data center core processing activities.</p> <p>All staff to participate in annual security awareness training.</p>	<p>All data centers are ISO 27001 certified.</p> <p>Extended ISO 9001 certification to include data cleansing, accuracy processes and data center processes.</p> <p>99% of employees completed security awareness training.</p>	<p>Roll out GDPR data protection training to 100% of staff to develop awareness and instigate strict data protection controls in accordance with GDPR.</p>
<p>Sustainability governance</p>	<p>Continue to improve sustainability performance throughout all areas of our business.</p>	<p>Improve our EcoVadis rating.</p> <p>Implement ISO 26000.</p> <p>Continue supplier assessments.</p>	<p>Improved our EcoVadis Gold rating by 15%; currently ranked in the top 1% of all suppliers assessed.</p> <p>Completed ISO 26000 compliance requirements in all areas of our business.</p> <p>Assessed 40% of suppliers against Supplier Code of Conduct requirements.</p>	<p>Continue to improve sustainability initiatives to increase our EcoVadis Gold rating.</p> <p>Carry out assessments on 25% of suppliers and partners.</p> <p>Roll out updated sustainability training course to all employees.</p>



All BCD Travel employees are expected to behave with integrity at all times. We embed accountability for ethical business conduct through corporate policies; employee training; and transparent, stakeholder-focused reporting. To promote good governance throughout the business travel sector value chain, we use our scale, market position and trusted relationships to encourage ethical behavior by our partners.

Governance impacts on sustainable business practices

Bribery and corruption controls

We're trusted by our customers throughout the world. Through a zero-tolerance approach and the active engagement of all employees on anti-corruption policies and practices, we uphold the integrity of the travel industry and help maintain secure societies that enable sustainable development.

Stakeholder engagement

We build relationships with customers, new prospects, employees, non-governmental groups, and suppliers who seek common ground on sound governance.

We rely on these stakeholders to understand and mirror the ethical conduct we expect from our employees in all business challenges and activities.

Responsible sales

We're committed to ensuring that all sales employees carry out their responsibilities in an honest, truthful and ethical manner, whatever the local laws, culture or regulations.

Human rights

We practice due diligence to guard against human rights violations and have expanded existing corporate policies to set clearer expectations. This is demonstrated in our anti-slavery policy in support of the UK Modern Slavery Act and in the human rights section of our Supplier Code of Conduct. We also support End Child Prostitution and Trafficking (ECPAT), the leading international organization seeking to end exploitation of children by raising awareness, advocating for victims and pushing for policy and legislative changes to protect them.

An online human rights training course is available through our global learning system, Knowledge Hub.

Ethics & compliance

Our Code of Conduct and Sustainability Principles apply to all BCD Travel employees, members of the Executive Board, consultants and other agents when they represent or act on behalf of BCD Travel. They outline our company's policies and expectations for:

- Practicing good citizenship, including support for human rights
- Preventing corruption
- Promoting a positive and safe work environment
- Ensuring transparency in our disclosures
- Avoiding conflicts of interest
- Protecting sensitive information
- Properly using company assets
- Complying with all laws
- Competing fairly
- Considering sustainability in our business dealings.

“ **BCD Travel’s Code of Conduct** sets forth the standards by which we, as an organization and as individuals, should act. It gives an ethical and legal framework for our day-to-day activities and offers guidance for dealing with challenging situations. We are committed to earning recognition as the world’s most trusted and innovative travel management company. Being a trusted advisor is our most coveted status. ”



Andreas Decker

Senior vice president, global internal audit

The following systems and procedures ensure that our commitment to anti-corruption issues is addressed:

Our stance on anti-corruption is clearly stated within our Sustainability Principles, which has been distributed to all employees across the globe and available for download on our website.

The Code of Conduct includes a strong message against corruption. Our Non-Compliance Reporting Policy provides guidelines on bringing any potential misconduct to management’s attention.

Anti-corruption concerns may be larger in some markets than others, so we encourage local initiatives to help employees understand the broader issues and ensure all forms of corruption and bribery are prevented.

We request suppliers and partners globally to sign up to our Supplier Code of Conduct. To date, more than 85% have signed and returned the document.

The internal Global Group Policies document includes, among others, BCD Travel’s policies on corruption, bribery and conflict of interest. This document is updated on a regular basis and communicated to all employees globally.

In the third quarter of 2016, we established the Group Policy Governance document that defines the drafting and approval process of BCD Travel policies. It stipulates that our policies are to be reviewed on a regular basis and adapted as indicated. The Group Policy Governance Process defines the method for the creation and implementation of policies and is applicable to all existing and future policy documents.

All employees are required to participate in mandatory Code of Conduct training which provides specific training on identifying corruption and how to report non-compliance to the Code. The participation rate reached 97%. Bi-annual Code of Conduct training is mandatory for all employees globally.

The Code of Conduct, Non Compliance Reporting Policy and supporting documentation as well as awareness material was communicated to all employees.

In 2017, Code of Conduct training, including modules on the Non-Compliance Reporting Policy & SpeakUp System, was introduced in our two newly acquired markets in Asia Pacific, Mainland China and Hong Kong.

A compliance e-mail account is monitored by the global functions internal audit and legal group. The independently operated BCD Travel SpeakUp System offers our employees the opportunity to anonymously report any misconduct. All incidents reported are investigated and the results are reviewed by a designated member of the BCD Travel Board responsible for compliance.

The global internal audit team also partners, upon request, with the compliance and ethics departments of our clients to promote ethical business practices beyond companies' and industries' boundaries.

We have included three training modules -- Code of Conduct, Non-Compliance Reporting Policy and SpeakUp System as a last-resort reporting tool-- into our Compass Program, for all new BCD Travel employees.

We have implemented the Code of Conduct, the Non-Compliance Reporting Policy and the Speak-Up System in all majority owned countries. Any ethical concerns can be raised by every employee via all available communication channels:

1. The manager (in line with our open door policy)
1. The compliance email account (compliance@bcdtravel.com) or
2. Anonymously (and in the respective native language) via the SpeakUp System.

We have further improved our cross-functional approach in preventing and detecting fraud. External fraud attempts are reported to our fraud email account (fraud@bcdtravel.com). Fraud warnings are immediately drafted/ issued using various communication tools and specifically designed communication lists.

In line with our zero-tolerance stance against fraud, we investigate all reported misconduct and take decisive action, including legal actions if necessary, towards any internal or external party.

We participate in an annual sustainability performance assessment conducted by EcoVadis, the leader in global sustainability ratings. Our ranking in the top 1% of all suppliers assessed by EcoVadis confirms our high standards of business ethics and compliance.

We are continuously working with the risk services practice of a global audit firm to further improve our compliance program. In the U.K., a specific training course on anti-corruption and the Bribery Act 2010 was made available to all staff. 71% of all employees have participated in the training.

Corporate initiatives and policies that support governance and direct employee action:



Risk management

BCD Travel’s risk assessment process represents the cornerstone of our governance framework. We evaluate risk based on levels of confidentiality, integrity and availability. The risk assessment process outlines our methods for capturing and analyzing risks within our business. Risk assessments consider both our organization-wide strategic, operational, compliance, and reporting requirements, and those requirements relating to our services, processes, or functions such as supply chain, or regulatory compliance.

The risk assessment is conducted at various levels within BCD Travel as part of our overall Risk Management Program. We conducted a comprehensive risk assessment with engagement of the 12 members of our global executive team. A cross-functional project team, with the support of the risk services practice of a global audit firm, developed the risk profile for the travel management companies industry. The global executive team, in line with best practices, will focus on the top 5 risk categories identified via the risk assessment and will decide on how to appropriately address these risks.

BCD Travel has rolled out the following risk mitigation management systems and policies globally:

- ISO 14001 environmental management
- OHSAS 18001 occupational health and safety
- ISO 27001:2013 (data center)
- ISO 9001:2008
- Business Ethics Code of Conduct
- Global Groups policy document
- Global Information Protection Policy
- Privacy policy
- Supplier Code of Conduct.

Risk categories



Protecting our organization

Information security

We place a high value on information security—not just because it’s a competitive differentiator—but also because it demonstrates corporate stewardship of the data entrusted to us by our customers and employees.

Our company, our customers and the world are increasingly connected through, and reliant on, digital infrastructure to support business, expedite efficiency and drive innovation. Secure infrastructure is critical to the smooth and stable functioning of our business.

BCD Travel works to protect the integrity of our employees’ personally identifiable information and customers’ sensitive data, as well as the intellectual property that supports our business operations and service innovation.

We treat the information traveling over our computer networks like our own corporate assets. We prohibit unauthorized access, disclosure, duplication, modification, diversion, destruction, loss, misuse or theft of this information. Our computers, mobile devices and other information storage devices are protected with appropriate information security policies, procedures and technologies. Our information security measures apply regardless of the media on which information is stored: paper, electronic, local, cloud; regardless of the

systems that process it, e.g., personal computers or voicemail systems; and regardless of the methods by which it’s moved, including email, telephone and face-to-face conversation.

We also protect information in a way that’s consistent with its classification. Compliance requirements are set in accordance with industry, international standard, legislative and client expectations. We regularly perform audits (including ISO 9001, ISO 27001 and Payment Card Industry Data Protection Standard (PCI)) to ensure compliance with best practices, industry regulations and legal obligations.

Data protection

The information we manage on behalf of our clients will be appropriately secured to protect against the consequences of breaches of confidentiality, failures of integrity, or interruptions to the availability of that information.

We ensure compliance with data protection laws, and protect the privacy and integrity of data that we store or process for an individual as a result of our operations.

Our data centers secure customer data stored on BCD Travel production information systems. We maintain certification to the internationally recognized standard Information Security Management System

(ISMS) ISO 27001:2013 which provides a framework for best practices in the management of information security. We use encryption or other compensating controls to secure data during collection, transit and storage.

We completed 2016/2017 PCI DSS merchant certification for the U.S., Canada, Singapore, Australia, India, Belgium, Czech Republic, Denmark, Finland, France, Germany, Luxemburg, Netherlands, Norway, Sweden and Switzerland operations.

We incorporate cutting-edge technologies into our network and systems to protect personal data. This includes, among other tools, endpoint protection, intrusion detection and prevention, web and e-mail filtering and protection, log monitoring and data loss prevention. We successfully completed the ISO 9001:2008 and ISO 27001:2013 surveillance audits and the SSAE16 SOC 1 type 2 audit report for 2017. 99% of BCD Travel employees participated in our online security awareness training in 2017. Along with this annual training, BCD Travel employees receive security updates via bulletin and Salesforce alerts, intranet communications and security-related articles in our internal employee magazine focus. We annually review the Global Information Security Policy and Global Information Security Standard manuals.



EU General Data Protection Regulation

BCD Travel is actively preparing to meet requirements for the EU General Data Protection Regulation ("GDPR"). BCD Travel reviewed all of the company's data processing procedures for compatibility with the new statutory parameters in order to identify necessary adaptation requirements and to implement necessary measures by 25 May 2018.

Irrespective of the adoption of this new legal framework, BCD Travel has long put its focus on the protection of personal data, as clearly shown by the efforts of implementing group wide legally binding company rules for the data processing, the so-called "Binding Corporate Rules" as established in Article 47 of the GDPR.



Information Security Statistics

24B+
logs analyzed for security anomalies monthly

185%
increase in user reported security alerts

Below are some initiatives and focus areas of BCD Travel's GDPR readiness plan:

- Assessment of data processing activities.** No company can become GDPR-compliant unless it first knows what data it collects today, how and where it uses that data, with whom it shares that data and for what purpose. The complexity of the corporate travel industry makes this task particularly challenging. Almost every transaction involves many players, including individual travelers, travel buyers, travel management companies, online booking tool providers, global distribution systems, payment solution providers and suppliers such as airlines and hotels. Therefore, we are undertaking a comprehensive data mapping project to ensure a complete and accurate understanding of the data we collect and the core processing activities we perform. Completion of this project will help us comply with the comprehensive data recordkeeping requirements and standards imposed by the GDPR.
- International data transfers.** Binding Corporate Rules (BCR) are the EU "gold standard" for corporate privacy compliance. In effect, they outline a company's official global privacy policy and governance. We've filed our BCR with the Dutch Data Protection Authority. Once approved, BCR will document BCD Travel's commitment to comply with the highest data protection standards available today.
- Training and awareness.** We require GDPR-focused training for all management-level staff. Training is required at onboarding and is renewed on an annual basis. This GDPR-focused training is coupled with security-oriented programs led by our Information Security team, including comprehensive and mandatory security awareness training for all staff, regular information security email bulletins, company newsletter articles, and internal security awareness contests.
- Updating privacy notice.** We are in the process of reviewing and updating our privacy notice for GDPR compliance, including incorporating the mandatory disclosures required by the GDPR.
- Data subject rights.** We are exploring process and infrastructure measures to ensure that we can respond to requests from travelers seeking to access, correct, delete or otherwise change their personal data.



Business continuity

The objective of our business continuity plan is to restore normal operations as quickly as possible with the least impact on the business, our employees or our clients.

Our plans identify a set of actions to address the potential impacts and risks defined in our business impact risk assessment.

Crisis management and disaster recovery

Our crisis management and disaster recovery plan identifies threats to our business, and the methods used by us to deal with these threats. Natural disasters, political unrest and terrorist attacks keep travel risk management among corporate travel professionals’ top priorities.

We protect our travelers with travel risk and security technology that enables us to monitor our travelers’ security anywhere in the world. Our DecisionSource® platform provides crisis management reporting, pre-trip and on-trip compliance reporting, risk assessment and destination intelligence, offering instant access to accurate travel and security information.

Our crisis management team monitors risk across the globe, 24 hours a day, seven days a week, generating e-mail alerts to keep travelers informed and aware. In a crisis, our clients can immediately execute plans to assist their impacted travelers.

2017 Information security improvements

Audits and certifications
Executed comprehensive global strategy
Credit card security
Risk management
Network security
Global endpoint security
Email security
Incident management
Vulnerability management
Application security
Data leakage
Access management
Fraud management
Security metrics, policies, standards and documentation
Client management
Security awareness training





Section 5

Workplace Practices

We want to create an environment that encourages and enables our people to develop to their fullest potential. We demonstrate this through safe, ethical and progressive working practices where our employees achieve personal growth and our business thrives in tandem.

Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
<p>Talent management</p>	<p>Foster a high-performance inclusive culture that develops talent to excel in our organization.</p> <p>Build on talent management initiatives to enrich our people's work environment and put them on a clear path to professional growth.</p>	<p>Competency development - increase training hours per employee by 5%.</p> <p>Reach performance appraisal completion of 95%.</p>	<p>Increased number of training hours per employee by 8% compared to 2016.</p> <p>Achieved a performance appraisal completion rate of 98%.</p>	<p>Reach 90% of the target audience with activated online learning accounts for managers and above; achieve 5 hours of online learning for 50% of activated accounts.</p> <p>Improve development at Manager and Senior Manager level through the Challenge program; increase the number of participants by 50%.</p>
<p>Health and safety</p>	<p>Focus on providing our employees with a safe and healthy work environment.</p> <p>Work with our people to find the work-life fit that's best for them, creating a flexible workplace that serves the requirements of both the company and the individual.</p>	<p>Achieve OHSAS 18001 certification covering 50% of our global employees.</p> <p>Improve work-at-home opportunities for employees in all regions.</p>	<p>64% of global employees are covered by OHSAS certification.</p> <p>The number of employees working-at-home increased by 2%.</p>	<p>Complete OHSAS 18001 certification of all wholly owned countries.</p>
<p>Employee engagement</p>	<p>Build an engaged workforce that generates ideas and innovations and encourages stronger performance so that we may better serve our customers.</p> <p>Create a culture that inspires, motivates, and rewards people for their performance.</p>	<p>Redefine our employee engagement strategy; transition from a bi-annual satisfaction survey to a continuous engagement process.</p> <p>Continue to motivate employees with the incentive/reward program Circle of Excellence.</p>	<p>Sourced a new vendor to measure and improve employee engagement and to provide real-time feedback; piloted the tool in test markets.</p> <p>Provided an incentive trip to more than 100 employees and their spouses based on peer nominations.</p>	<p>Implement the new engagement tool in all wholly owned countries by December 2018.</p>



Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
<p>Human rights</p>	<p>Respect and proactively support the human rights of our employees.</p>	<p>Review and update HR policies to include additional human rights language.</p> <p>Create a global harassment policy.</p> <p>Research project on gender equality and diversity in the hospitality, travel and events industries.</p>	<p>Reviewed and updated the Global HR policy; included enhanced language on discrimination, harassment, social dialog and health and safety.</p> <p>Created and communicated a new global harassment policy.</p> <p>495 respondents from agencies, corporates, associations and suppliers involved in hospitality, events and tourism participated in a survey.</p>	<p>Create a global Equal Employment Opportunity policy as part of our global HR policies.</p> <p>Continue to promote gender equality with a focus on women in travel.</p> <p>Increase awareness of our support of ECPAT and The Code to protect childrens’ rights; encourage all employees to participate in human trafficking online training.</p>



A better workplace

Our company's future depends on the quality, performance and commitment of our workforce. A talented, healthy and engaged employee population drives performance and powers innovation, making it imperative that we continue to attract, develop, motivate and retain employees effectively.

We work to help our people strike a healthy balance between their professional and personal lives, creating a flexible workplace that serves the requirements of both the company and the individual.

We operate our services and facilities with a single-minded objective: to protect the well-being of our employees, customers, the public, and the environment. We defend our employees from unreasonable health and safety risks on the job, forbidding any acts or threats of physical violence—including intimidation, harassment or coercion—that occur in the workplace or during the conduct of company business off company property. We specifically prohibit harassment based on race, color, national origin, ancestry, religion, creed, sexual orientation, disability, marital status, medical condition, and age.

Our global HR policy outlines the standards and the criteria the global HR function must have in place to protect the well-being of our workforce worldwide.

We uphold our duty of care for our employees while they're on the road by providing traveler tracking, crisis and emergency response, and security awareness and education. We issued 'Travelsafe' cards to our employees. The card consolidates a company ID card, IATA card and travel insurance card in one and allows us to better support our employees when they're outside their regular working environment.

“ *Successful corporate travel programs rely on employees who understand their companies' needs, challenges and culture. We use our competency model to help our people develop their “confident self” and, as a result, become more trusted advisers to clients. By understanding job requirements and skills, we make sure the fit between people and their jobs is just right.* ”



Angela Williams

Vice president, human resources



Honest communication is a vital part of a positive work environment. We encourage employees to bring forth their ideas, suggestions, questions and concerns. We listen carefully and act upon what we hear. We protect the confidentiality of all personal information in our employees' records and will never release personal information to outside sources unless we're legally required to do so. In addition, we offer pay and benefits competitive and appropriate for the markets in which we operate.

We foster engagement and social dialogue by regularly seeking direct feedback from our people on improvements that need to be made and ways to achieve them (e.g., employee surveys, chatter, virtual and face to face meetings, project teams). We provide information through multiple channels (e.g., videos, email, internal and external company magazines, white papers, blogs, company website and intranet) to help our employees keep up to date with our company's progress and their contribution to it. We nominate high-achieving employees to the Circle of Excellence program, designed to reward staff members who demonstrate outstanding achievement in support of BCD Travel's Core Values: Vision, Integrity, Service, Innovation, Teamwork and Strength.

We encourage employees to bring forth their ideas, suggestions, questions and concerns.

We listen carefully and act upon what we hear.



Ongoing commitment

We continue to build on existing initiatives that make great people want to stay with us. Job enrichment is key. Our people are already exploring new environments, working with new teams and developing new skills. For example, thanks to programs like CHALLENGE—and to the sheer, everyday motivation of our people—hundreds of employees work on special assignments or projects each year, beyond the scope of their defined role. We'll continue to explore opportunities for employees to gain new experience in their own countries and across borders. And we'll keep recognizing and celebrating their great achievements.

“Great work doesn't just happen – we're committed to helping every employee become their “confident self.” We demonstrate this through safe, ethical and progressive working practices where our employees achieve personal growth and our business thrives in tandem. All staff are encouraged to have a positive impact in our dealings with others and within our surroundings. Individually, we can all do great things. Working together, we can be remarkable and achieve more widespread results.”

—**Chicka Elloy**, Senior director strategic talent management

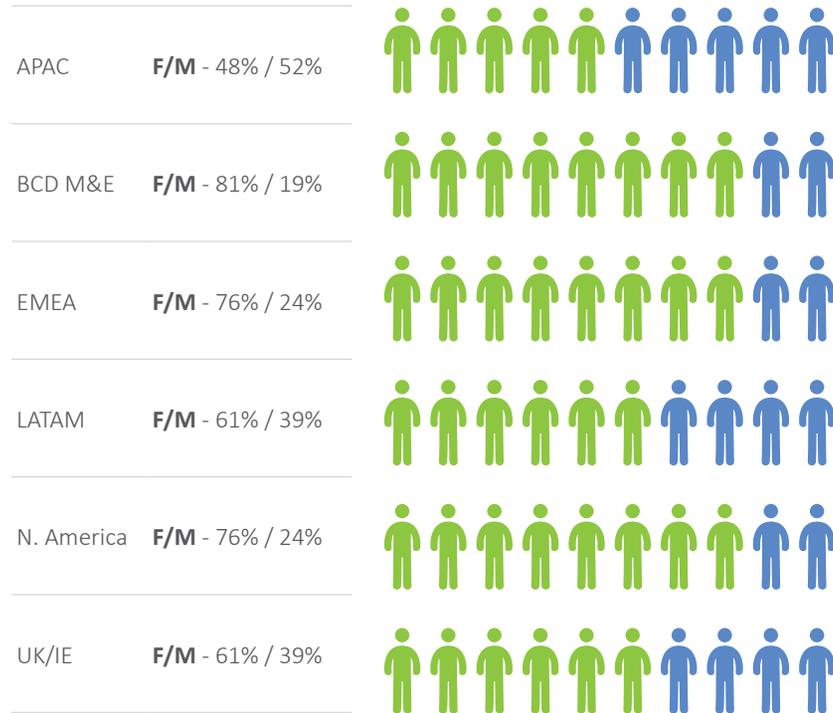
We help people grow through a comprehensive, consistent appraisal process linked to individually tailored development opportunities. We expect our managers to devote time and energy to coaching their team members and helping our people succeed. To make this happen, we invested heavily in an online learning platform with a wealth of robust training content. And, we'll keep emphasizing career progression so people can grow up and through the company. Teams across the company will put renewed focus on our long-term sustainability through succession planning workshops to identify future leaders.

Our frontline agents are the voice of our company. We have a great reputation for service—but customer demands are evolving, and we're upping our game. We align training, technologies and best practices for our operations teams with our growing consumer-focused mentality. The tools we use will improve data quality, reduce manual work for agents and give them more consultative time with their clients. TripSource® Hotels is giving agents access to greater content in a consumer-grade booking environment. The end result: They can be savvy, trusted advisers for every customer they interact with.

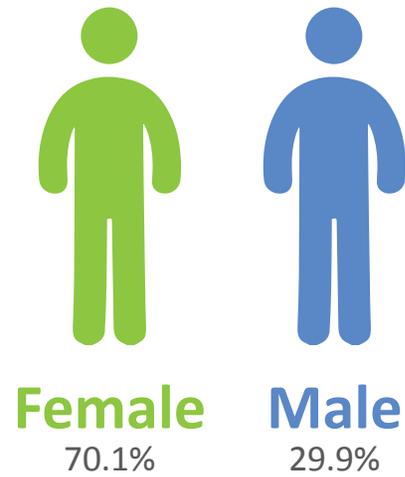
Our people are already exploring new environments, working with new teams and developing new skills.

Gender split

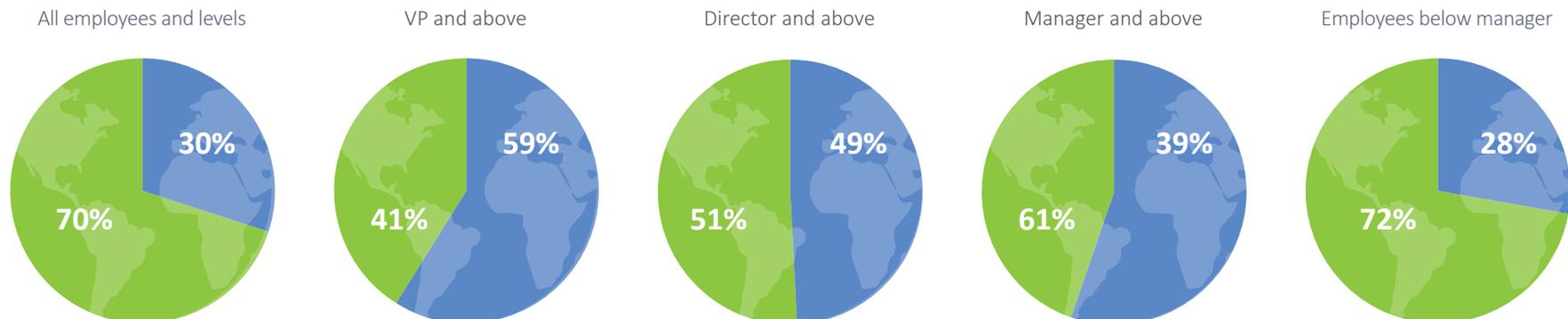
Regional gender



Global gender



Gender by level

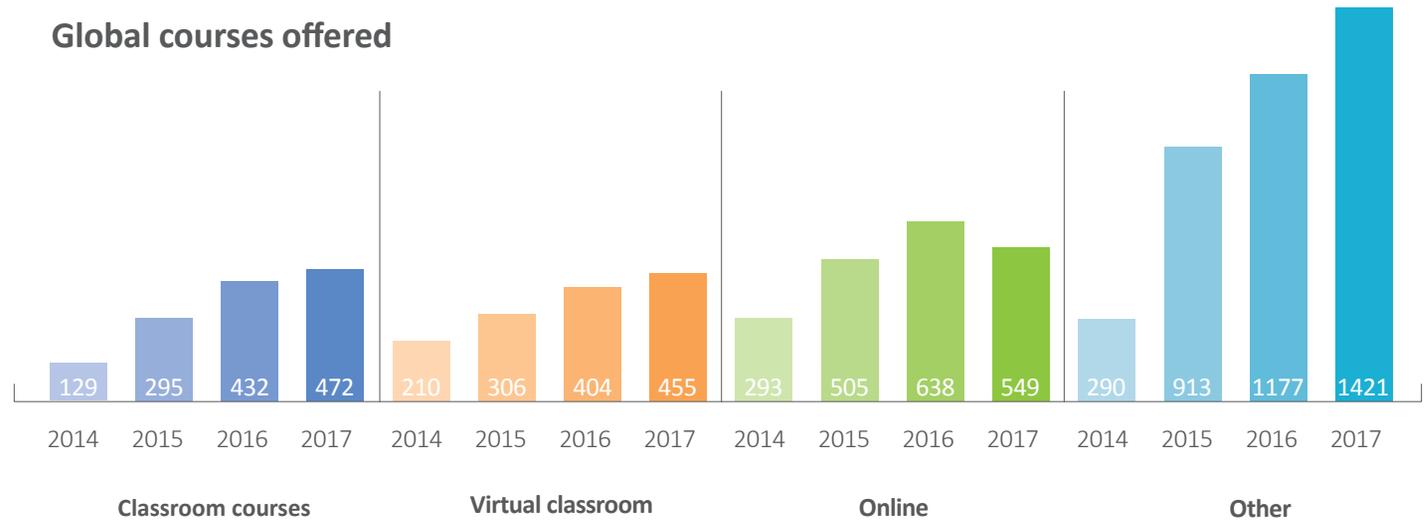


Global training

We'll also keep giving people more and better ways to learn. We're striving for customized, individualized approaches that balance practical experience, virtual classrooms, self-guided learning and learning as a group. We know that different people learn in different ways, so we'll continue leveraging this blended learning via Knowledge Hub, boosting the rich and relevant training available across the globe.

As we give exciting opportunities to current employees who want new challenges, we also want to bring aboard new people whose skills enhance our strong base. To drive this effort, we'll continue using newer, social media-driven recruiting channels.

Global courses offered



Global training completions

	Completed courses	Unique participants	Average courses per person	Average time spent training per person
FY 2017	189,995	12,711	14.95	12.83 hrs
FY 2016	146,589	12,129	12.09	11.93 hrs
FY 2015	146,967	12,006	12.24	10.73 hrs
FY 2014	84,735	10,564	8.02	5.32 hrs

"Other" includes all types of individual learning activities.



Workplace principles and practices

We invest in our talented employees and they invest in our success. We strive to create a culture of inclusion where every employee feels equipped to perform at his or her best.

Our workplace principles include:

- Good corporate citizenship
- Respect for human rights
- No discrimination
- No harassment
- Safe and respectful workplace
- Fair recruitment and hiring practices
- Safe and healthy work environment
- Work-life balance
- Open communication
- Safe personal data
- Drug-free workplace
- Smoke-free environment.

Workplace health and safety

We focus on providing our employees with a safe and healthy work environment. Our goal is to provide an injury-free workplace, and our target zero initiative promotes a global culture where employees embrace a zero injuries mentality.

As part of our global sustainability initiative, and in response to internal, client and market expectations, we developed and implemented an environment, health & safety (EHS) program. This management system was designed to meet global best practice standards, reduce our environmental impacts and reduce health and safety risks. We are dedicated to avoiding environmental incidents, accidents, injuries and work-related illnesses at the locations we occupy and operate. To achieve this target, a series of policies and standards have been adopted globally that define a framework for the management of environment, health and safety topics. The model for our EHSMS is based on the internationally recognized ISO 14001 and OHSAS 18001 standards and the Plan-Do-Check-Act methodology.

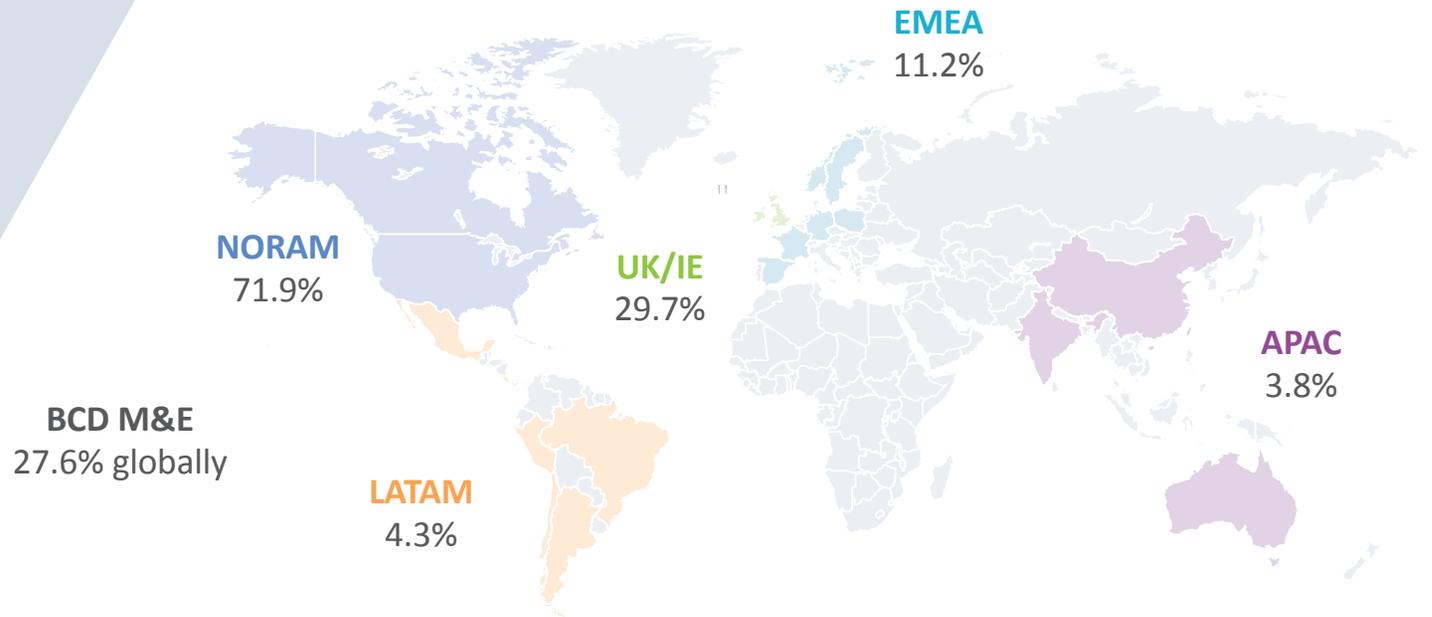
OHSAS 18001
management system
implemented in
26 countries

64% of our global
employees are covered
by OHSAS 18001
certification

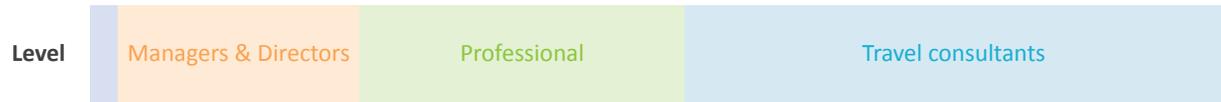


Globally
3,829 (31.2%)
employees work
from home

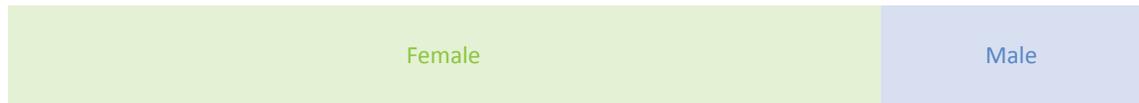
Employees working from home



VP & above



Gender



Full-time vs part-time



0% 10% 20% 30% 40% 50% 60% 70% 80% 90 100%





Employee feedback

Building on the success of our 2016 global bi-annual employee satisfaction survey, **we recorded an overall employee satisfaction rate of 83.6%.**

In 2017, we launched a pilot program to harness real-time employee feedback. Using a new employee engagement tool we completed a successful trial in the UK and Ireland and plan to roll this out globally in Q2 2018. This platform provides our employees with direct opportunities to provide feedback to all management in their upline. It also provides suggestions and resources for managers to best interact with, respond to their teams' comments and to take appropriate actions. We are wholly committed to achieving realistic and steady improvements in response to our employees' suggestions and comments.

Employee appreciation week takes place every year in many countries, e.g., the U.S., Latin America and Asia Pacific. Office events are sponsored by supplier partners and prizes are given to employees. Virtual employees participate digitally.

Equal Employment Opportunity statement, as well as policy statements on drugs, harassment, quality and fairness are included in local employee handbooks.

Circle of Excellence (COE) is a peer recognition program for all employees. It is an important part of the company's culture: Employees and leaders vote to honor the excellent work of their peers. The program includes all employees from BCD Travel and Advito in wholly owned countries.



Workplace recognition

We've earned five Most Admired Travel Management Company titles by readers of *The Beat*; repeated recognition by *Forbes* that we're a top U.S. employer; client awards for service excellence; and recognition for our innovative Management Associate Program for interns and more. But the recognition that's likely to have the greatest impact on our employees' careers is our recent silver accreditation from Investors in People, a globally recognized workplace ratings firm.

In evaluating BCD Travel's workplace, the London-based ratings firm compared our talent-management performance against a proven, 27-scale framework of success. Importantly, IIP also measured how well our talent management supports our defined internal goals for culture, leadership, business growth and workforce development.



MAP

Management Associate Program

Bringing university business graduates into BCD Travel

245

2017 number of applicants

40

2012 number of applicants

Internationally recognized Management Associate Program sends interns around the world

In an ongoing partnership with the Association of Corporate Travel Executives, BCD Travel selected college graduates from Lugano, Switzerland; Grand Rapids, Michigan; and Atlanta, Georgia to the 2017 Management Associate Program (MAP), a highly selective, internationally recognized immersive travel internship.

Selected from hundreds of applicants, the three associates spent eight weeks studying business travel in the United States, Brazil, Hong Kong, China, India, the Netherlands and Sweden. They received academic training, experiential learning, networking opportunities and a jump start on a career in corporate travel.

MAP, which began in 2012, helps fill BCD's talent pipeline with next-generation professionals. But its benefits reach beyond the company. The program is a talent development model for the business travel industry, which is undergoing rapid and remarkable change because of technological innovation, increased traveler engagement and influence, consolidation and more. Attracting new talent with fresh ideas is one of the best ways for the industry to meet these challenges. Previous MAP associates now work full time in the corporate travel industry.

The US\$7.2 trillion travel industry powers virtually every major business and regional economy in the world and offers career opportunities to 284 million employees, according to the World Travel and Tourism Council.

"BCD Travel hires the brightest and most talented individuals in the industry. Through our Management Associate Program, we identify and recruit our next generation of leaders, bringing these bright, young professionals into our organization and accelerating their impact from the start," said Christian Dahl, SVP, Talent management and global human resources. "Graduates of the program have provided us with innovative perspectives and concrete solutions. They've grown to be trusted leaders within our company."

For its forward-thinking approach to talent management, BCD Travel's Management Associate program received one of the top three honors for Trainee Recruitment at the 2017 European Excellence Awards in Berlin. The International awards program singled out BCD's efforts in tackling HR challenges shared by the entire corporate travel industry, including rapid changes in technology and a need to attract more young people to offset retiring workers. BCD was among more than 200 applicants for the awards, including globally recognizable companies such as Ernst & Young, Unilever, Bosch and Coca-Cola.





Section 6

Environment

We're committed to supporting a healthy and sustainable environment, by establishing policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations.

Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
Energy reduction	<p>Reduce our operational energy performance and carbon emissions by 10% (2016-2020) through improved energy management.</p> <p>Reduce the carbon footprint and energy usage requirements in owned data centers.</p>	<p>Reduce operational energy usage by >5%.</p> <p>Extend ISO 14001 certification to the US data center.</p> <p>Reduce data center energy usage by implementing virtualization technology.</p>	<p>Reduced carbon emissions by 6.8% compared to 2016.</p> <p>Achieved ISO 14001 data center certification in December 2017.</p> <p>Reduced data center energy usage by 33%.</p>	<p>Develop science-based carbon targets across all areas of our operations to look at further ways to constantly monitor and reduce our carbon footprint.</p>
ISO 14001 certification	<p>Establish policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations.</p>	<p>Review and update our environment, health and safety policy.</p> <p>Achieve ISO 14001 certification in 50% of global operations.</p>	<p>Updated the global environment, health and safety policy and communicated to all employees.</p> <p>58% of our operations are now ISO 14001:2015 certified covering 64% of employees worldwide.</p>	<p>Achieve ISO 14001 certification in 100% of our wholly owned operations.</p>
Environmental awareness	<p>Promote environmental awareness at locations worldwide, concentrating on reducing our biggest environmental impacts.</p> <p>Reduce the use of single-use plastics by 80% throughout our global operations.</p>	<p>Review and update the environmental training course as part of our global energy saving program.</p> <p>Carry out a global employee initiative in support of World Environment Day on June 5.</p> <p>Implement tracking of single-use plastics in our global operations.</p>	<p>Completion of the updated environmental training course.</p> <p>Supported the UNEP's World Environment Day theme 'Connecting People to Nature' with global employee activities.</p> <p>Rolled out a process to track single-use plastics such as plastic water bottles, plastic coffee and water cups and other consumables.</p>	<p>Roll out environmental training course to all employees through our online learning system Knowledge Hub.</p> <p>Support UNEP's World Environment Day. 2018 theme, 'Beat Plastic Pollution: If you can't reuse it, refuse it.'</p> <p>Reduce use of single-use plastics by 25%.</p>



Environmental stewardship

We recognise the risks presented by climate change and remain committed to supporting a healthy and sustainable environment by establishing policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations.

We are a global company, but our stakeholders include local neighbors. Our approach to environmental stewardship therefore attends to local aspects and regional differences, while considering universal impacts, such as greenhouse gas (GHG) emissions.

Our operations reflect our focus on recycling, conserving resources and preventing pollution. And our facilities planning and processes take into account environmental considerations such as energy consumption, travel emissions and efficient use of office space. We're dedicated to promoting environmentally sound travel practices that help minimize waste and reduce harmful emissions to the air, water and land.

Our Supplier Code of Conduct encourages our business partners to adopt practices aligned with our environmental principles, ethical business practices, human rights and labor practices.

We regularly conduct formal reviews to make sure our activities comply with environmental regulations and internal practices. We've always been a company that builds for the next generations. And for those generations, we have a duty to appreciate, manage and protect our earth's resources.

We report annually to the Carbon Disclosure Project (CDP), a global disclosure platform allowing us to measure and manage our environmental impacts. We measure our performance against sustainability objectives and determine progress made to reduce our environmental footprint.





Global staff travel emissions

Business miles traveled
32,242,922

Tons of CO₂e
6,770

Environmental certification

We implemented an ISO 14001 Environmental Management System (EMS) globally in 2016. The EMS defines our strategies and programs to manage environmental aspects of our global operations.

Our EMS is defined by corporate-level policies and procedures, which provide organizational direction based on the level of potential risk from regulatory non-compliance and reputational loss and opportunities for business growth through operational and environmental stewardship.

Having the EMS in place allows us to improve and monitor reduction targets for our business-related carbon emissions and meet our goal of a 10% reduction between 2016–2020.



Green data centers

We achieved ISO 14001:2015 certification across our data center environment in 2017. Our data center team has implemented many energy efficiency programs across the IT estate. This included virtualizing 261 servers across our environment yielding a total carbon reduction of 337.20 metric tons of carbon dioxide – the equivalent of planting 900 trees and taking 200 cars off the road.

We also aggressively reduced our global data center footprint from decreasing the number of facilities required to host and operate our computer environment from seven to six. The reduced data center space not only achieved significant operating cost savings, but also decreased our carbon footprint.

Additional environmental initiatives included:

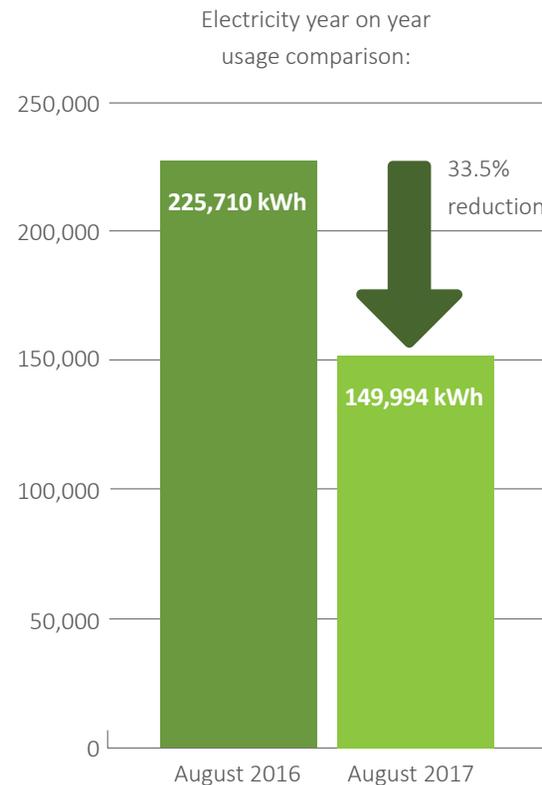
- Replacing aging monitors with new low energy use models with lower wattage compared to standard monitors.
- Reducing utility consumption in the data center by replacing a fluorescent -based lighting system with an LED-based system.

- Incorporating Solid State Disk (SSD) or non-spinning disk configuration into our infrastructure to improve computing power and system processing capabilities while reducing energy consumption at the system level.
- Deploying desktops, laptops, servers and other equipment with Energy Star ratings.
- Expanding power management policies to cover desktop, laptops, and monitors.
- Enhanced usage of advanced cooling management solutions within our data centers.
- Regularly scheduled maintenance for all key systems to avoid system inefficiency.
- Introducing new technology, such as SIP Trunking which allows us to reduce communications services equipment at remote sites, thereby reducing energy consumption and carbon output.
- Reducing our total facility count and relocating our Germany data center to a new facility with a new optimized configuration that will reduce our data center footprint and energy consumption.

Environmental performance results



Carbon footprint = 995.47 t/CO2e



**ISO 14001:
2015 certified**

**Physical Server
Decommissioning –
in progress (76%) 261
of 342 identified servers
have been decommissioned**

**Virtualization – Virtual servers
roll-out = 90% complete**

**Cisco Video Conference Call
project underway. Reducing
business travel emissions across
Atlanta HQ, Chicago M&E,
London and Singapore**



Sustainable operations

It is imperative that our operations conduct business in an operationally efficient way.

We launched a 2016 global energy saving program which supports the principles of sustainable development and aims to improve the environmental outcomes related to our offices and facilities.

The program addresses many issues, including;

- Conservation of resources – such as minimizing the use of energy, water and materials.
- Minimization of pollution – for example, reducing emissions of greenhouse gases and harmful volatile organic compounds.
- Ensuring occupant health and wellbeing – by providing good levels of thermal comfort, maximizing the use of natural daylight and providing suitable levels of ventilation.



% of green electricity used in our offices globally = 24.76%



Heating



Building management system controlled



Keep heating systems clear & unobstructed



Control temperatures



Lighting



Avoid blinds down and lights on



Label light switches



Installation of low energy lighting



Switch-off policy



Maintenance

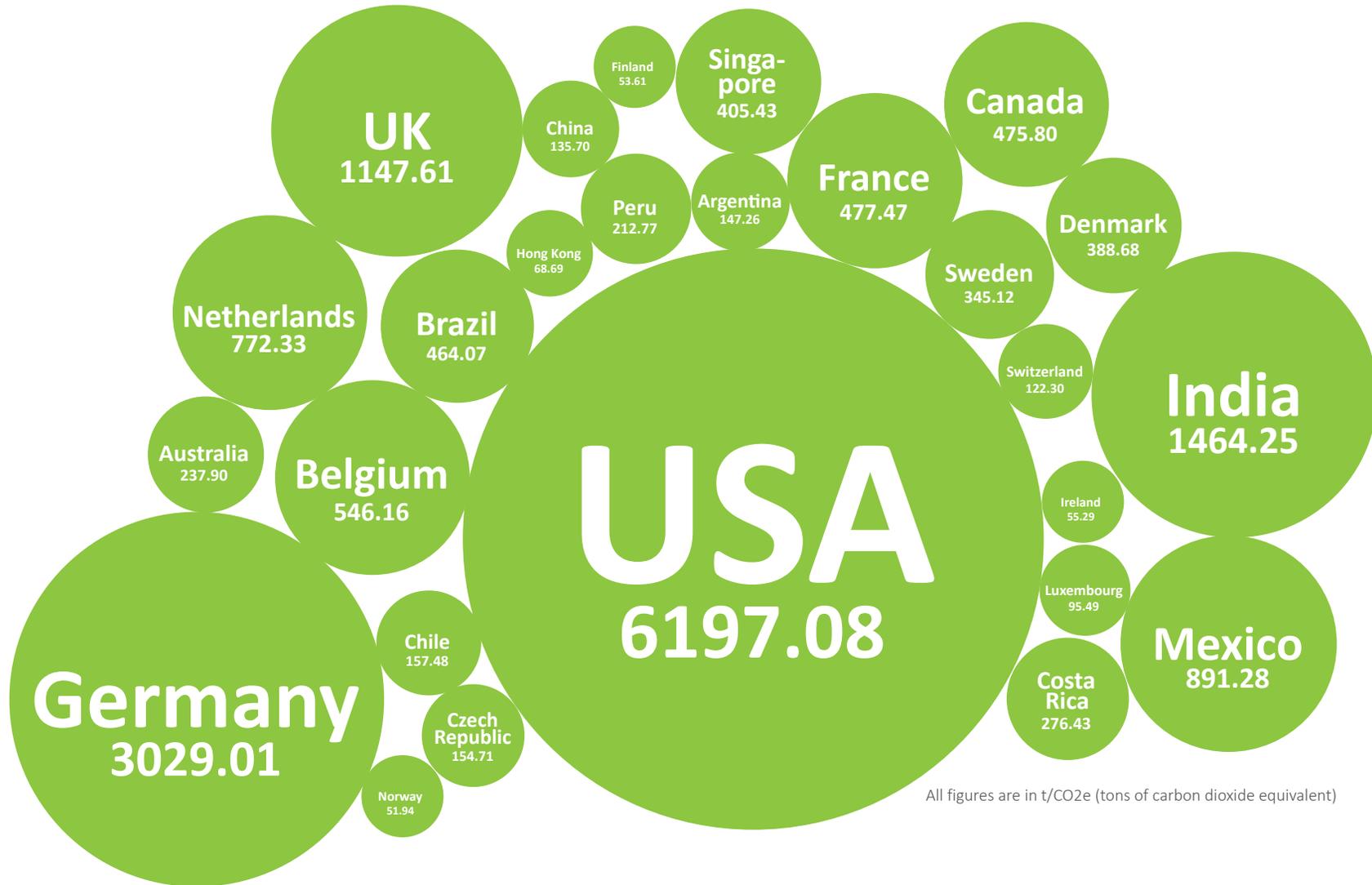


Occupancy sensors



Daylight sensors



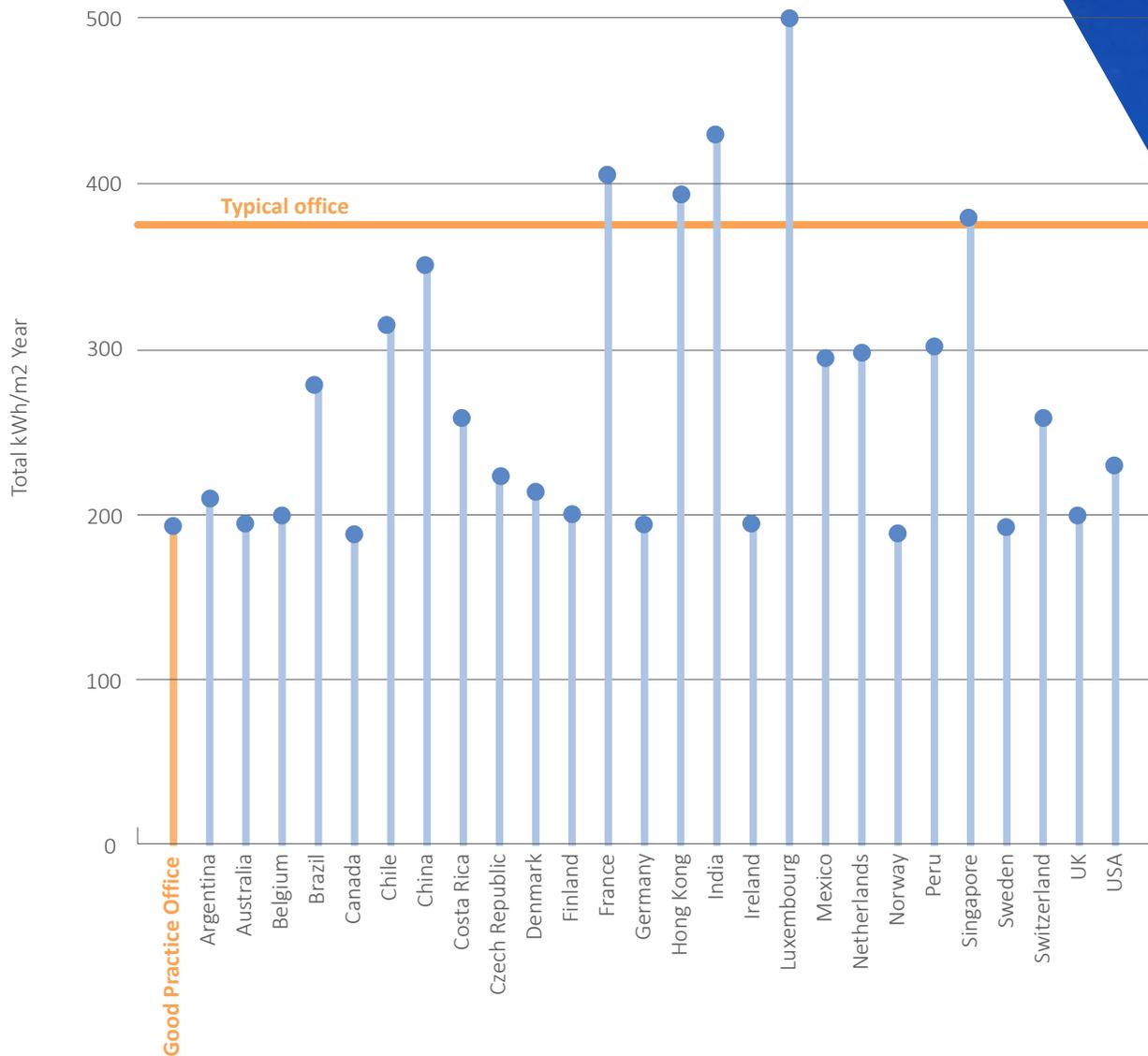


All figures are in t/CO2e (tons of carbon dioxide equivalent)

Carbon footprint

The diagram above details BCD Travel’s carbon footprint across all of its wholly owned locations for 2017. We calculated our scope 1 & 2, and significant scope 3 emissions, using the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), and emission factors from UK Government’s GHG Conversion Factors for Company Reporting 2017.

We have used the financial control approach to identify the GHG emissions for which BCD Travel has responsibility. The boundaries of the reported emissions comprise all office-/ building-related emissions of BCD Travel’s global locations, including business travel, covering car, train and air (long haul and domestic flights).



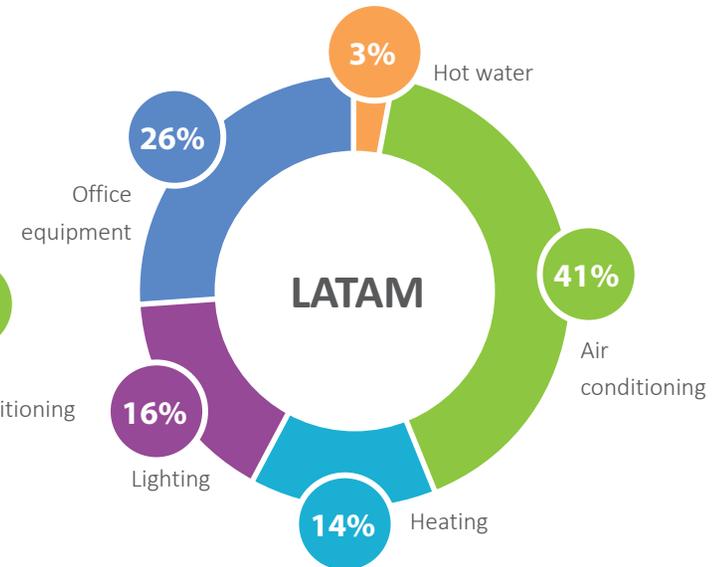
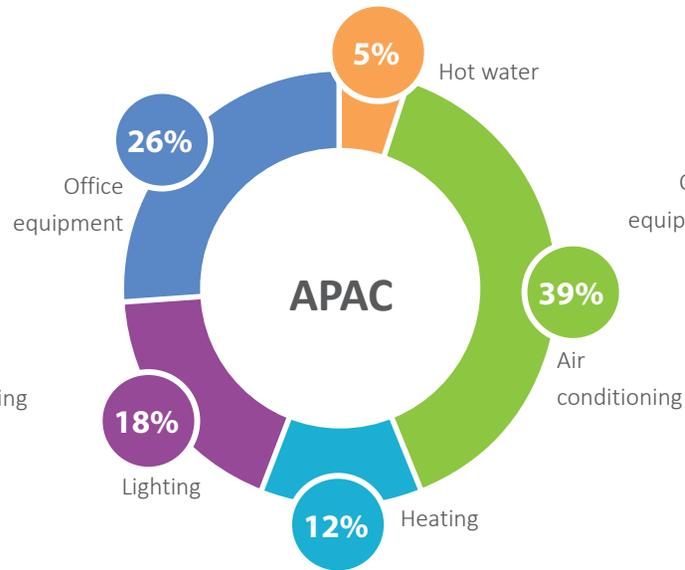
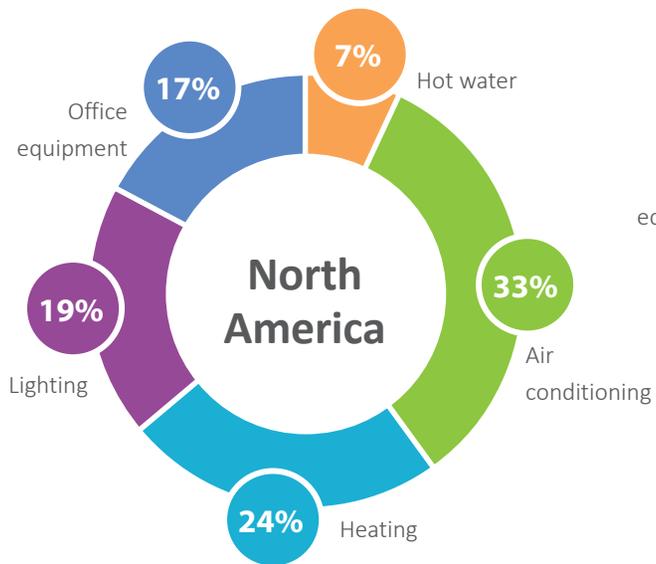
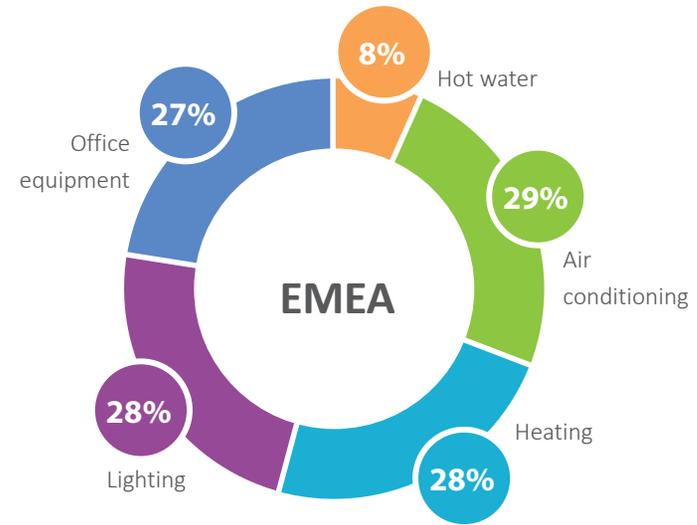
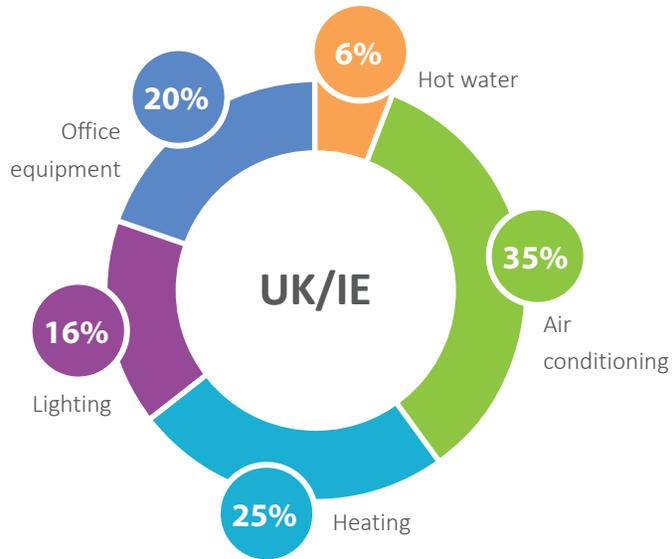
The environmental impact of the travel industry is considerable, with around 5% of all global carbon emissions coming from the business travel and tourism sector.

(Source: World Tourism Organisation; April 9, 2017)

Within this report, the energy efficiencies of the buildings have been compared with the typical office building as defined in the Chartered Institute for Building Services Engineers (CIBSE) Energy Consumption Guide 19 (ECG019) – Energy Use in Offices. The document provides typical and good practice energy use, cost and carbon emission benchmarks for office buildings.



Office energy consumption profiles



Environmental awareness

Engaging employees in our resource efficiency efforts was a key objective of our ISO 14001:2015 management system in 2017.

A dedicated team of sustainability coordinators in our global locations oversaw the implementation, tracking and improvement of local environmental initiatives.

2017 initiatives:

- Awareness campaigns to ensure employee engagement in our Global Energy Saving Program.
- Offices ran local campaigns encouraging employees to create personal sustainability plans or otherwise incorporate sustainability into their everyday lives.
- Regular communications on environmental initiatives through local intranets and our global internal social media platform.
- Global promotion and participation in Earth Day, Earth Hour and World Environment Day events to engage and educate employees.
- Employee award and recognition programs that reward measurable environmental improvements or demonstration of best-in-class practices.
- Increase in work from home opportunities for employees in all regions, resulting in reduced gasoline and CO2 emissions, cost savings on office space, and better work-life balance.

“ We are committed to making continuous improvements in the management of our environmental impacts and to the longer-term goal of developing a sustainable business. We are constantly developing new strategies to increase energy efficiency across the company and are extremely proud that our data center achieved ISO 14001 accreditation in 2017. In 2018, BCD Travel will work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice, with the ultimate aim of reducing our carbon footprint and helping our customers travel more sustainably. ”



Sherron Burgess

Vice president, information security



Stakeholder insights

New regulations continue to be introduced, for example, CORSIA, an international aviation agreement to offset growth in emissions post 2020, and the UN's Sustainable Development Goals will both bring change to the travel sector.

There is both an ethical imperative and a growing regulatory demand to decarbonize the business travel sector. We monitor and plan for new regulations as well as ensure compliance with existing requirements.

We operate certified environmental management systems throughout our operations which enable us to monitor compliance. We work with a number of partners to assist us with compliance plans for current and future regulations and we are members of trade bodies to discuss how we approach regulations from an industry perspective.

In response to our customer's expectations for green travel, we have developed a carbon emission tracker. This tool calculates emissions produced by air travel and reports on this information at company, departmental and individual traveler levels. The tool is incorporated into our information management solution, DecisionSource®, which provides intelligence to targeted audiences throughout the travel and reimbursement lifecycle. DecisionSource calculates emissions in accordance with the methodologies of both the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and DEFRA (the United Kingdom's Department for Environment, Food and Rural Affairs). We offer two credible, transparent and consistent structures to provide our customers with maximum flexibility in integrating business travel emission reporting with their broader internal sustainability initiatives.

Impacts	Mitigation	Opportunities
Direct contribution to climate change	Energy efficiency campaign	Increased operational efficiency
Increased operating costs	Clear policies on sustainable procurement, including energy efficient office refurbishment Metering and monitoring of facilities	Operational cost savings
Inability to address client needs or qualify for tenders	Engaging with clients and stakeholders through industry groups on best practice	Business differentiator
Legal action through non-compliance with legislation	Robust environmental management system (ISO 14001) Use of technology and intelligent travel solutions Strategies for waste reduction in place including engaging with waste and recycling businesses	Compliance with legislation and working with others to implement best practice





Section 7

Sustainable Procurement

BCD Travel strives to build sustainable and mutually rewarding partnerships with its supply chain with a view to contributing to its own business sustainability and that of the people and planet.

Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
Supplier compliance	Ensure all partners and suppliers demonstrate responsible business practices. Align suppliers' social, ethical and environmental responsibilities with our own ethical goals and objectives.	Assess 50% of our suppliers to ensure their compliance with our Supplier Code of Conduct.	Assessed compliance of 40% of our suppliers and partners.	As part of our multi-year objective, we will continue to assess 25% of our suppliers and partners in 2018. Continue to increase the number of partners and global suppliers that have signed our Supplier Code of Conduct to more than 85%.
Sustainable procurement	Increase awareness of sustainability issues (environmental, ethical and social considerations) within our global procurement and sourcing processes.	Review and update our Global Procurement and Strategic Sourcing Policy, making a commitment to reduce the environmental impacts of the products and services purchased and to ensure that ethical and social impacts of the sourcing process are taken into consideration.	The Global Procurement and Strategic Sourcing Policy was reviewed and updated.	100% of global procurement staff will be trained on the contents of the new policy and on how to include sustainability criteria into the procurement process.
Data protection in the supply chain	Continue to develop controls to protect the integrity of the data we hold and to demonstrate compliance to ISO 27001, PCI DSS and U.S. Privacy Shield.	Ensure that 100% of data and IT services suppliers are General Data Protection Regulations (GDPR) compliant.	Included 100% of applicable companies within our own data mapping process to ensure that rigorous controls are in place to comply with GDPR requirements which become effective on 25 May 2018.	Carry out an annual audit to review suppliers' performance, include strict data protection requirements within Global Sourcing Policies and supplier/partner contracts.

Shared values

BCD Travel carefully selects suppliers who demonstrate responsible business practices based on ethical, environmental and social criteria. Our Supplier Code of Conduct outlines the standards we expect from our suppliers and partners, who must share our commitment to:

Conduct business in an ethical manner and abide by all legal and regulatory requirements and other requirements included in BCD Travel's Supplier Code of Conduct.

Comply with international labor standards with specific focus on the International Labor Organization (ILO) Conventions, including:

- Freedom of association and the right to collective bargaining
- Elimination of all forms of forced or compulsory labor
- Effective abolition of child labor
- Elimination of discrimination with respect to employment and occupation

- Respect of the human rights of all stakeholders in the supply chain
- Provide a safe and healthy workplace to employees and other partners
- Demonstrate commitment to protect the environment by conserving natural resources, preventing pollution, implementing waste reduction and management programs and minimizing its impact on the climate
- Promote diversity and inclusivity
- Maintain transparency and disclose sustainability performance and practices in line with regulations or international practices
- Demonstrate leadership by propagating the sustainability agenda upstream to its own supply chain.

“ Sustainability is at the core of our strategic direction. It allows us to align our internal sustainability goals with those of our clients' and to project these shared values throughout our supply chain. We continue to work closely with suppliers and partners to ensure their compliance with the ethical and social requirements outlined in our Supplier Code of Conduct. Regular assessments are carried out in various forms to ensure continual improvement of sustainability performance to meet stakeholder expectations. Our EcoVadis rating in the top 1% in the Sustainable Procurement section confirms our successful supply chain initiative. ”



Sharon Dirks

Director of sustainability

Progress towards a sustainable supply chain

We pursue sustainable supply chain management by aligning our supplier base's social, ethical, environmental, health and safety responsibilities with our own sustainability goals and objectives. Suppliers are critical partners in achieving our goals, and we continued to expand supplier development and engagement during 2017.

Our Supplier Code of Conduct is included in all supplier related documents and contracts managed by our global procurement team.

We updated the human rights section of our Supplier Code of Conduct to include a clause stating our zero-tolerance approach to slavery, human trafficking and the sexual exploitation of children.

Supplier diversity

We are strongly committed to using and developing small business suppliers, including companies that are owned by women, minorities, or are based in economically disadvantaged areas.

EcoVadis corporate assessments

To date we assessed 32 partners using the EcoVadis Corporate Platform.

They conduct rigorous analyses of CSR programs in the areas of environment, labor practices, fair business practices and sustainable procurement.

Their methodology is built on international CSR standards—including the Global Reporting Initiative, the United Nations Global Compact and ISO 26000.

Their collaborative platform, reliable ratings and easy-to-use monitoring tools allow us to manage risks and drive eco-innovations in global supply chains.

Scorecard results highlight strengths and improvements in the four areas assessed. The collaborative Corrective Action Plan tool allows us to work with our suppliers and partners to create an action plan with any necessary remedial efforts needed to improve CSR performance.

In 2017, we initiated a training program to help our partners improve their CSR performance. Based on their EcoVadis results, we developed corrective action plans to remedy identified gaps and conducted follow-up sessions in preparation for 2018 CSR re-assessments.

This year, we'll continue to assess our suppliers and partners and set targets to improve their individual EcoVadis rating by 25% within three years.

EcoVadis process



Source: EcoVadis





Supplier sustainability

We select our global and local suppliers based on diverse criteria, including ethical, social and environmental aspects. Some examples from our suppliers are highlighted below.

- Our online booking tool suppliers (OBTs) display CO₂e (carbon dioxide equivalent) emission data during the air travel booking process and also offer CO₂e emission compensation options. CO₂e emissions are reported on travel itineraries.
- German train service from the Deutsche Bahn uses 100% green electricity. Fossil fuels are replaced with renewable energy sources thus eliminating direct CO₂ emissions. All employee train travel, as well as all train travel booked by our clients in Germany, is free of CO₂ emissions. Emissions generated by pre- and post-transport processes are compensated by the CO₂ emission compensation company Atmosfair.
- One of our hotel partners, Accor Hotels, upholds the rights of children with their membership and support of The Code. In 2015, more than 63 000 employees worldwide received training on how to detect and respond to these risks. At the end of 2015, 88% of all Accor hotels (more than 3200 hotels) declare that they are contributing to the protection of minors against abuse.
- Sabre is a provider of Global Distribution Services to the travel and tourism industry. In 2012 they launched their Passport to Freedom initiative to create awareness and educate the travel industry on human trafficking issues. Sabre was one of the first companies to sign The Code (the Code of Conduct for the Protection of Children from Sexual Exploitation in travel and Tourism) to uphold the human rights of children, including their right to a safe and secure childhood without the fear of exploitation or harm.
- Amadeus, one of BCD Travel's Global Distribution Services providers, was included in the Dow Jones Sustainability Index for the sixth consecutive year. The DJSI measures sustainability practices considering three dimensions: economic, environmental and social. Only the top 10-20% of sustainability performers in each sector enter the Index.
- CenturyLink, our UK data center provider, was awarded the UK Carbon Trust Award for efforts to reduce the carbon footprint within all CenturyLink United Kingdom data centers. They are one of only a few data center providers to receive this distinction. Carbon Trust is a world-leading certifier of organizational carbon-footprint reduction. They measure and certify the environmental footprint of organizations, products and services.
- Our EMEA data center provider T-Systems developed the Green Dynamics Simulation tool to measure the impact data centers have on the environment. Compared to conventional in-house operation, the automation and standardization achieved by using T-Systems data centers can cut carbon emissions by up to 80%.

Support of the 2015 Modern Slavery Act in the U.K. and Ireland

Slavery, servitude, forced labor and human trafficking (modern slavery) is a global and growing issue, existing in every region in the world and in every type of economy, whether industrialized, developing or in transition. BCD Travel has a zero-tolerance approach to modern slavery of any kind within our operations and supply chain. We developed and distributed a Modern Slavery Act policy to U.K. and Ireland employees in 2016. We also distributed our revised Supplier Code of Conduct to local suppliers and assessed our supply chain for MSA compliance.

In 2017, UK and Ireland employees participated in a mandatory training course on human slavery to meet MSA requirements. This training course is also available to employees worldwide through our online learning system.

We publish a Statement of Support, a requirement of the Modern Slavery Act, on an annual basis.



BCD Travel has a zero-tolerance approach to modern slavery of any kind within our operations and supply chain.



Section 8

Service Performance

Customers judge their experience with BCD Travel in terms of cost, quality and service reliability. They also measure value by how closely our innovative solutions anticipate their business travel requirements. As a result, our comprehensive initiatives focus on sustainability and customer satisfaction.

Focus Area	Long-term Commitment	2017 Objective	2017 Result	2018 Objective
Products and services	Deliver optimal service, products and performance value to our clients; improve travel program environmental and social impacts.	<p>Introduce demand and behavior service offerings to reduce environmental impact of travel, improve collaboration and employee well-being.</p> <p>Increase TripSource users by 35%.</p>	<p>Continued the implementation of Total Collaboration Management which incorporates virtual collaboration technology in customers' travel programs to help reduce carbon footprints, lessen travel risk and stress.</p> <p>Increased the number of TripSource users by 53%.</p>	<p>Increase the number of clients that sign up to our Total Collaboration Management offering.</p> <p>Increase travel security offerings through DecisionSource.</p>
Fast, high-quality data	Provide enhanced quality data to our travelers.	Extend ISO 9001 certifications to demonstrate the quality of our data services and development processes.	Achieved ISO 9001 accreditation for corporate data cleansing, accuracy processes and data center services.	Continually improve quality processes to successfully attain our quality targets.
Client satisfaction and stakeholder engagement	Empower travelers to make smart choices through effective engagement strategies.	Expand existing traveler engagement by implementing an annual Client Relationship Survey and a continuous Traveler Satisfaction Survey.	We surveyed more than 86,000 travelers in 2017.	Continue to increase participation in traveler engagement surveys to provide internal teams with direct, targeted feedback to improve solutions, process and client satisfaction.



Out in front

We get out in front of our clients and partners so we can better prepare and support them in their own growth strategies. In line of keeping BCD sustainable and relevant long into the future, we focus on simplicity, digital transformation and global consistent customer support.



Simple

We simplify our business operations and our development strategy to increase efficiency and enable digital transformation.



Digital

We evolve our products, services and platforms to focus on digital transformation and technological advancements.



Global

We grow and focus our global network on consistent, superlative customer experience.

Our comprehensive initiatives focus on sustainability and customer satisfaction to evaluate and reduce the environmental impact of travel activities, improve traveler well-being and security, and to promote ethical business standards throughout their travel supply chain and stakeholder network.

- High profile data breaches and cyberattacks were big news in 2017, making data security and privacy hot topics. With the European Union's General Data Protection Regulation going into effect in May 2018, interest and concern is expected to increase.
- Natural disasters, political unrest and terrorist attacks are keeping travel risk management among corporate travel professionals' top priorities.
- Our clients' travelers are also changing. As companies adapt their talent strategies to a changing workforce and emerging markets, the way they approach corporate travel is becoming a cultural differentiator.

Our research and development investments and operational priorities are driven by our objective to deliver optimal customer satisfaction. We uphold our duty of care by consulting with clients on destination and security, while publishing research findings, case studies and white papers on topics like building travel risk management plans and responsible travel management. Providing trusted solutions includes considering how our services affect society and the environment, while meeting customer needs. We prioritize safety, reliability and quality to keep customers informed and protected. We collaborate with our travel industry colleagues and technology partners to create advanced traveler tools that reduce complexity and risk and provide on-demand information for travelers at every stage of their journeys.

Engaged travelers: Every interaction we have with travelers before, during and after the booking process is a chance for BCD Travel to exceed expectations, with easy and timely access to relevant content and highly personalized experiences. That makes for a happy traveler. But more importantly, it helps travelers make smart decisions and shapes and reinforces good behavior, helping drive significant savings, policy compliance and other business objectives.

Intelligent programs: We drive smart decisions for our customers with business intelligence that engages travelers throughout the trip cycle and influences spend. We want clients to interact with their data intuitively. Instead of data points that just show what is, we help answer, “What if?” That means giving clients fast answers and helping travel managers understand how changes they make today could affect their bottom line tomorrow. Our DecisionSource® analytics tool has introduced a new generation of dashboards and benchmarking. We’ll keep making it even easier to minimize guesswork and identify program opportunities with predictive analytics.

Built for change: At the program level, we always start with what the client wants to accomplish. We work with them to identify measurable goals aligned with their corporate objectives. Then we bring together solutions that drive duty of care, compliance, savings and traveler engagement.

“*Collaboration is the mainstay of any company with a diverse, dispersed and digital workforce. Virtual collaboration, while it’s not new, is fast becoming a critical component to business strategy as we become more connected around the globe. It shouldn’t be viewed just as a strategy to extend service; it’s also a way to engage travelers, deliver duty of care and expedite decision making.*”



Jeroen Hurkmans

Vice president, Advito



Environmental service offerings

Our carbon emission tracker calculates emissions produced by air travel and reports on this information at company, departmental and individual traveler levels. This tool is incorporated into DecisionSource and calculates emissions in accordance with the methodologies of both the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and DEFRA (the United Kingdom's Department for Environment, Food and Rural Affairs).

BCD Travel provides business travel carbon calculations for offsetting programs. Offsetting can help compensate for the environmental impact of travel programs by allocating funds commensurate with the emissions produced through business travel. The funds are invested in climate protection projects that generate emission-free energy, reduce demand for energy or absorb emissions that have already occurred. BCD Travel's global carbon off-setting partner, atmosfair, conforms to the Gold Standard for emissions calculation, project selection and funds allocation.

Additional initiatives that focus on different areas of sustainability include:



Sustainability travel strategy workshops to help clarify corporate requirements and stakeholder expectations and constraints for sustainable and accountable travel management.



Demand and behavior service offerings to help customers ensure their employees work together most effectively and avoid non-optimal travel, ultimately **improving global collaboration** and **creating a healthy work-life balance for their travelers**.



Sustainable and accountable travel procurement to **design and manage** supplier Request for Proposals (RFPs) that are aligned with the organization's sustainable and accountable procurement principles.



Travel and security team members use DecisionSource to **track our clients' travelers in high-risk destinations** and to locate them when a potential crisis emerges.



The travel and hospitality sector has increasingly become a target for cybercrime so preserving traveler and program data integrity is a top priority for companies. A security breach can affect millions of people, threaten business relationships, and test the viability of a whole corporation. Our focus is to safeguard traveler data and limit fraud. We're continuing to **improve and expand our security capabilities, services and resources**, which have been recognized with a best-in-industry ranking from an independent assessor.



With SolutionSource®, our clients can partner with leading technology providers to create a program customized to their specific needs. These partnerships will allow our customers to **optimize program spend, influence traveler behavior, drive operational efficiencies, improve duty of care and more**. We're the first TMC to create a marketplace of third-party technical solutions.

Enhanced traveler satisfaction

Better traveler work-life **balance**

Increased productivity

Reduced carbon footprint

Stronger global working relationships

Reduced travel spend

Increased employee retention

Total Collaboration Management™

Incorporates virtual collaboration technology in customers' travel programs to help reduce carbon footprints, lessen travel risk and stress.

The virtual collaboration market is projected to double in the next four years as employees expect companies to offer better team collaboration options.

With the right program and technology in place, teams can work together from anywhere at a fraction of the cost, and without the productivity loss, stress and risk of travel.



Trip management

Our TripSource® platform continues to serve as BCD Travel's digital service platform.

It is a robust tool that gives clients and travelers greater control over the trip experience. It gives travelers everything they need to be productive, safe and in-policy.

Dynamic trip management

Travelers stay organized and in control with easy access to trip details, receipts, pre-trip communications and more.

Smart communications

When an itinerary changes or trip disruptions/crises occur, travel managers can be confident their travelers are in the know.

Shopping and booking

Our hotel booking feature offers travelers the rooms they want at in-policy rates.

Policy guidance

No matter where travelers happen to be, they always have access to relevant company information.

Hotel booking in TripSource

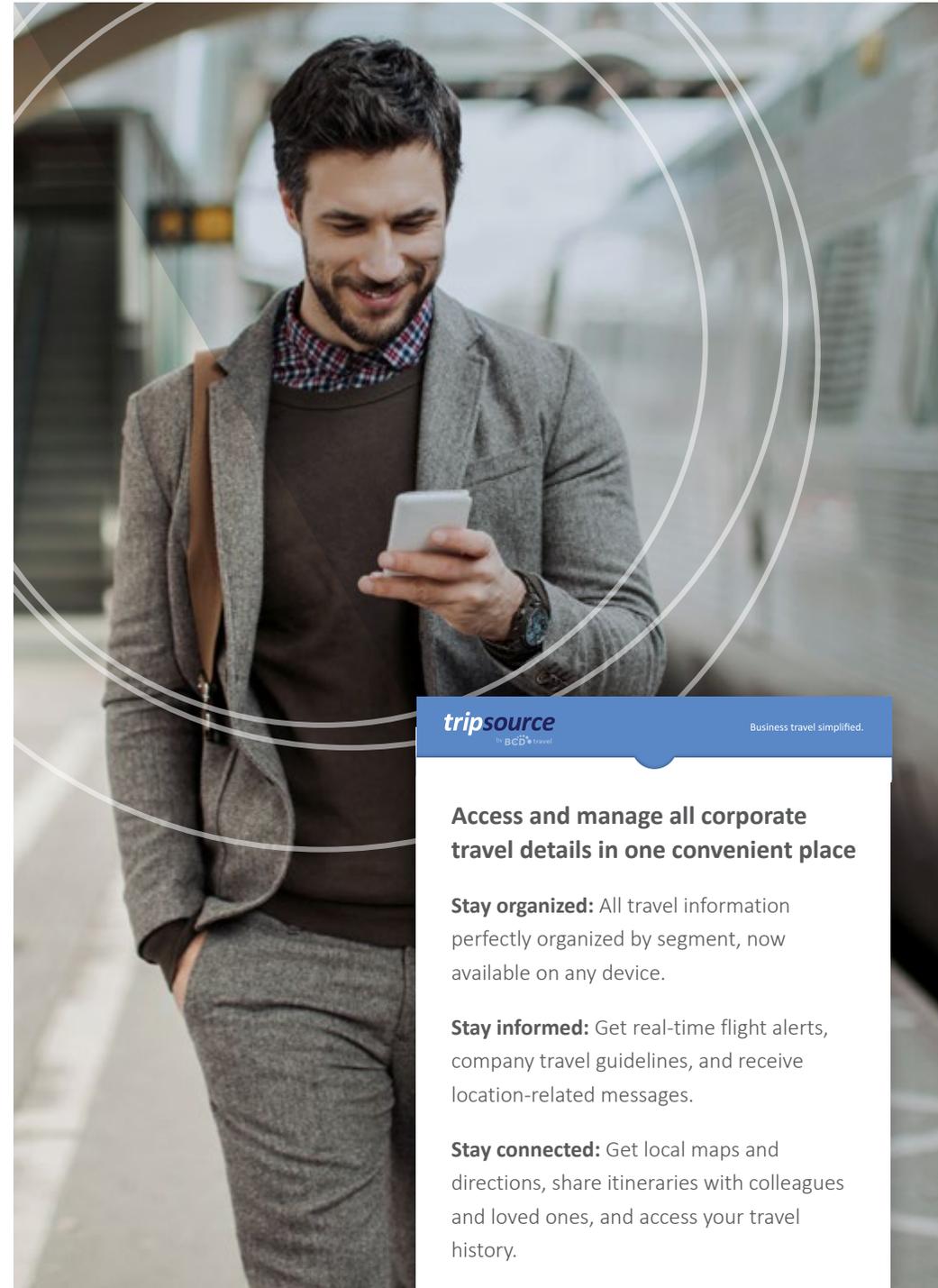
Business travelers want an individualized experience and travel managers need technologies that not only engage their travelers, but also strengthen efficiencies and improve processes. TripSource's hotel booking capability simplifies the shopping and booking experience. The aggregated content gives travelers millions of policy-compliant shopping opportunities — all in one place.

- Quick and easy
- Access to company negotiated content
- Program-approved properties
- Robust reporting

Client satisfaction and stakeholder engagement

BCD Travel executes two strategic surveys: an annual Client Relationship Survey and a continuous Traveler Satisfaction Survey. In addition to helping us address immediate issues with specific clients or travelers, the surveys provide valuable feedback on how our company is performing.

We'll move beyond surveys, too. Customer communities, focus groups and feedback panels will open new communication channels between product and operational teams to enable nimbler interaction before, during and after major customer-facing initiatives.



tripsource
by BCD Travel

Business travel simplified.

Access and manage all corporate travel details in one convenient place

Stay organized: All travel information perfectly organized by segment, now available on any device.

Stay informed: Get real-time flight alerts, company travel guidelines, and receive location-related messages.

Stay connected: Get local maps and directions, share itineraries with colleagues and loved ones, and access your travel history.



Winner of the
2017 Outstanding
Mobile application
MobileWebAward

Client success stories

A global agricultural firm cut travel costs by \$5.5 million in just five months with virtual collaboration strategy from Advito. The program enables employees to choose whether to stay or to go for internal meetings boosting savings, employee satisfaction and the client's CSR goals.

With Advito's demand and behavior management team performing as travel program analysts and cultural change agents, the company's move to the next level of virtual collaboration technology was smooth, swift and successful. The company immediately reduced travel costs, achieving a return on its Advito investment in just 30 days after launch.

Within five months of launching the virtual collaboration strategy, the company:

- Reduced travel costs by an estimated \$5.5 million
- Avoided over 900 internal trips
- Boosted productivity by redirecting over 15,000 hours of employee travel time
- Cut carbon emissions equivalent to the annual energy use of 112 American homes.

Telepresence suites were in use nearly 30% of business hours during that five-month period. In fact, the rooms were so high in demand that the company immediately began to plan for additional suites.

Employees who used the suites rated the experience 4.4 out of 5 stars, on average.

Company leaders understand that virtual collaboration can't replace the human touch, especially for client-facing meetings. But executives now believe in the power of collaborative technology to contain costs, help employees achieve better work-life balance and boost CSR goals.

A global technology client with 15,000 employees cut \$2.7 million in travel program costs and improved duty of care with DecisionSource.

Duty of care is a hot topic in this client's quarterly travel forums. The importance of having an updated traveler profile is a key message; their tagline is "If we can't find you, we can't help you." Up-to-date traveler profiles and DecisionSource Traveler Security help the travel and security departments locate and communicate with travelers when trips get disrupted.

A global aerospace, defense, security and advanced technologies industrial client with 35,000 employees used TripSource to boost in-program airport parking by more than 90%. The test was so successful that the company is looking for ways to use TripSource messaging to increase duty of care compliance, alert travelers about disruptions, and educate them about other important aspects of corporate travel policy and savings.



Reduced travel costs by an estimated \$5.5 million



Boosted productivity by redirecting over 15,000 hours of employee travel time





Section 9

Charity & Community Support

Our passion for helping others is integral to our company's Strategic Direction and to our sustainability principles, which guide the way we interact with one another, our business partners and our communities.

Our commitment to charity and community support runs deep. It extends to:

- Funding and supporting global charitable causes for children in need, such as the Haiti project
- Local projects in our home markets
- A global partnership with End Child Prostitution and Trafficking (ECPAT), the leading international organization seeking to end the commercial sexual exploitation of children.

The Haiti project

The John & Marine van Vlissingen BCD Family Foundation, the giving arm of BCD Travel, will provide US\$750,000 until 2020 to help fund operating expenses for L’Ecole de Choix, The School of Choice, a private, nonprofit elementary school in Mirebalais, Haiti. We’re proud of the worldwide employee-led efforts that BCD employees made to help raise money throughout the year—from cookbooks to bracelets, from physical activities to bidding in a vacation home auction. The funds raised are matched by the company and its private owner. We successfully met our 2017 goal to grant US\$150,000.

The John & Marine van Vlissingen BCD Family Foundation also organizes and funds trips to L’Ecole de Choix for BCD employees who wish to volunteer at the school. The foundation will help raise funds for specific projects, such as improving the school’s playground and sanitation infrastructure.



The school

L’Ecole de Choix is a trilingual elementary school serving 180 impoverished children ages 6 to 16. Students learn the skills they need to support themselves and their families, to educate their own children, and positively impact their communities, and ultimately, their country.

“Our support of L’Ecole de Choix in Haiti and other projects benefiting children is a natural fit for our company because it’s aligned with our organization’s core values. We encourage and enable our people to make a difference in the lives of our customers and our communities. Our foundation looks for ways to take this passion for helping others beyond serving customers to improve the lives of people around the world, with an emphasis on helping children.”



Leslie West

Senior vice president of BCD Travel and chair of the John & Marine van Vlissingen BCD Family Foundation board





Buenos Aires, Argentina

Tu Amigo Invisible en el Chaco



Memphis, USA

Hope House Day Care



Singapore,

Pertapis Children's Home



Buntingford, UK

The Muscle Help Foundation

Local charity projects

In 2017, we proudly supported our shareholder's foundation, focusing on 28 under-privileged children's causes around the globe. All initiatives are located in communities in which BCD Travel employees live and work. We leverage our business relationships in support of the Haiti project and our local communities.

Projects in LATAM (9)

BCD Travel Argentina: Tu Amigo Invisible en el Chaco, Buenos Aires. **BCD Travel Costa Rica:** Asociacion Proyecto Daniel Pro Ayuda a Jovenes Con Cancer and Otras Indigenous Community Chirripo. **BCD Travel Guatemala:** Organizacion de Obras Sociales de Hermano Pedro. **BCD Travel Peru:** Qallariy-NPO focus on childhood in a vulnerable area of Lima. **BCD Travel Mexico:** Aldeas Infantiles SOS. **BCD Travel Nicaragua:** APROQUEN- The Association for Burned Children of Nicaragua. **BCD Travel Venezuela:** Escuela Musical Estrellas de Birongo. **BCD Travel Ecuador:** Fundacion Juvilus – Together for life in fight against AIDS.

Projects in APAC (2)

BCD Travel Australia: The Smith Family. **BCD Travel Singapore:** Pertapis Children's Home.

Projects in NORAM (7)

BCD Travel US: Students Run – Chicago Heart Initiative, Girls on the Run Berks, Hope House Day Care, Memphis, Atlanta Children's Shelter. **BCD M&E US:** Thumbuddy Special, Backpack Buddies and Me Fine Foundation – Supporting critically ill children in North Carolina and their families.

Projects in EMEA (5)

BCD Travel Belgium: Bednet. **BCD Travel France:** Association Rêves. **BCD Travel Israel:** NATAL- Phototherapy for Children at Risk Experiencing Double Trauma. **BCD Travel Finland:** Joulupuu. **BCD Travel Germany:** Balu und Du.

Projects in UK/IE (5)

BCD Travel UK: The Ridgeway School, WellChild- national charity for sick children, A Smile for a Child, Manchester. **BCD M&E UK:** The Muscle Help Foundation and New Life – the charity for disabled children.





Section 10

Sustainability Reporting



Auditor verification statement

Alphacello Ltd was engaged by BCD Travel to conduct limited verification of its scopes 1 and 2 and certain scope 3 greenhouse gas (GHG) emissions, and certain employment and waste data indicators reported by BCD Travel wholly owned companies for the period 1 January 2017 to 31 December 2017. Stated GHG emissions, employment and waste data were included for all global operations under BCD Travel's control.

Scope of verification

Alphacello verified:

GHG emissions for:

- Scope 1 and scope 2 emissions from BCD Travel's global operations
- Scope 3 emissions from business air travel

Employment data for:

- Age and gender
- Ethnicity
- Health and safety

Waste data:

- Waste to recycling data

Excluded from the scope of assurance are BCD Travel's partner countries' and GHG emissions outside the defined reporting period and scope 3 GHG emissions not stated above.

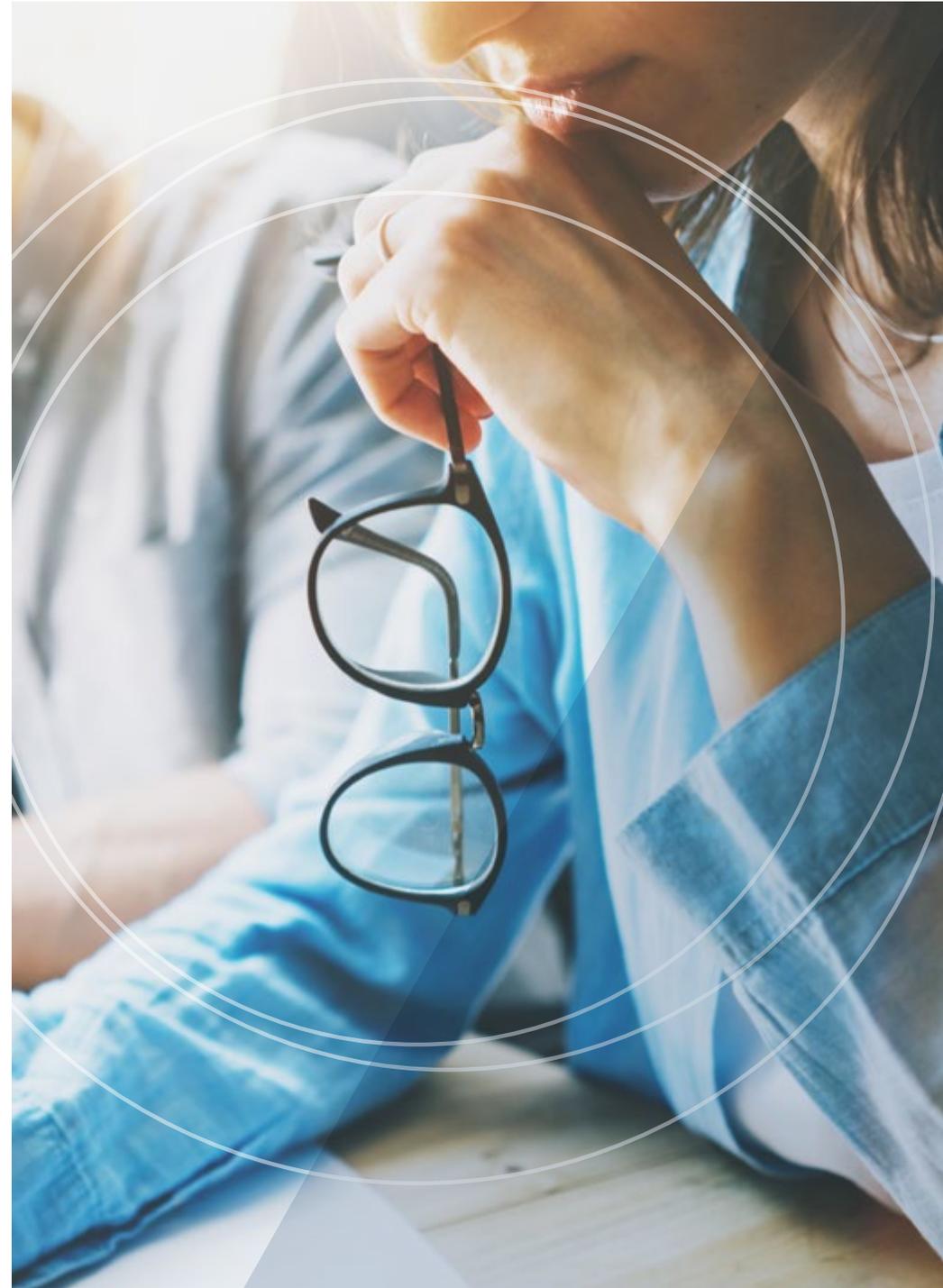
Methodology

Alphacello conducted the verification against the main requirements of ISO 14064-3: Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.

BCD Travel's GHG emissions were calculated using the Greenhouse Gas Protocol.

As part of the assurance, Alphacello undertook:

- Interviews with relevant personnel of BCD Travel responsible for GHG emissions accounting and employment data
- A review of BCD Travel information systems and methodology for data collection, aggregation, and analysis
- A review of information and calculations used to determine GHG emissions
- Sampling of source data from 26 of BCD Travel's operations worldwide. The sample was selected based on air travel, energy consumption, geographical location and head count
- Audit visits to six of BCD Travel's operations, to review underlying systems for collecting and reporting employment and emissions data
- A review of the consolidated 2017 data to check end of year accounting and reliable transposition.



Conclusion

Based on the verification conducted by Alphacello, there is no evidence to suggest that the GHG emissions assertions shown, and the age, gender, ethnicity, health and safety and waste KPIs as stated by BCD Travel in its Sustainability Report 2018:

- Are not prepared in accordance with BCD Travel's relevant internal methodologies
- Are not materially correct and a fair representation of the GHG emissions and employment data for BCD Travel.

Reported GHG emissions

Limitations and exclusions:

- A proportion of reported energy data is estimated due in part to the occupation by BCD Travel of business premises where consumption is paid for via a service charge and is not directly metered or billed.
- BCD Travel estimates its other scope 3 emissions, including from leased cars, taxis and couriers, as an additional 15% of its total GHG emissions figure, added to the carbon footprint and reported as 'other estimated scope 3 emissions'. This estimation was not subject to verification.

Statement of independence, impartiality and competence

Alphacello Ltd is an independent professional services company that specializes in quality, health, safety, social and environmental management.

We conducted this verification independently and to our knowledge there has been no conflict of interest. Alphacello has implemented a Code of Ethics within our business to maintain high ethical standards among staff in its day-to-day business activities. The verification team has over 20 years' combined experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, including the verification of greenhouse gas emissions data.





For information regarding this report please contact:

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