

Communication on Progress 2013

UN Global Compact Report



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The *onboard* logo is a marque that represents the pathos of our Corporate Social Responsibility. It celebrates the culture that we strive to instill in our day-to-day business dealings as well as our personal commitment to becoming better global citizens.

BCD Travel
Europalaan 400
3526 KS Utrecht
The Netherlands

www.bcdtravel.com

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Statement of Support

What a difference a year makes! After a turbulent 2011 full of social, economic and political chaos, expectations were set high for 2012-- and it was certainly an eventful year.



Kathy Jackson
Executive Vice President
Global Client Management
& Advito / onboard
Executive Sponsor

For BCD Travel, 2012 was an important year, not only in terms of how global events affected our operations, but also in terms of milestones and achievements. We celebrated our Silver Jubilee and used the occasion to acknowledge our strong global partnerships and the importance relationships play in our overall success. In 1987, Dutch financier John Fentener van Vlissingen founded our company with the vision of serving corporate travelers around the world. Twenty-five years later, that vision lives with BCD Travel, a global leader in the business of corporate travel.

As employers, we want to bring on board people who understand partnership, and help them thrive and grow professionally in a challenging global environment. For our corporate customers, we're trusted advisers, positioning ourselves where we're needed. We are committed to their strategic growth while championing the well-being of their travelers. With suppliers, we work together to bring the travel industry forward in all markets.

We believe that as a responsible private global corporation, we are better positioned than governments to drive the kinds of social innovations that make the greatest impact on people's lives. We continue to focus on issues around sustainability, transparency, personalization and authenticity in our obligation as a corporation. Since joining the United Nation's Global Compact in 2008, BCD Travel has internalized its principles and we have embraced our identity as a global citizen.

Last year we launched the Haiti Project, our first global employee fundraiser in support of the construction of a school in Mirebalais, Haiti. The school will house 500 children, offering each the opportunity of an education. The school received financial backing from our shareholders and partners. However, we are most gratified that the Haiti Project received significant support from our employees. Their participation reaffirms our belief that the greatest successes result from the collective efforts of many.



John Snyder
Global President &
Chief Operating Officer

The Haiti Project is just one outgrowth of BCD Travel's commitment to the principles of social innovation that business organizations do not operate in isolation of other parts of society, but are tightly linked to people and communities. As a global company, we know that business decisions can have far-reaching effects. While our financial performance serves as an important indicator of success, it is not the sole compass guiding our company. Improving the lives of people, particularly business travelers, is at the core of what we do. Leveraging our business strengths to improve the society in which we operate is an essential part of business success. In 2013, we are institutionalizing these principles and identifying opportunities to fulfill our commitment to communities.

Just as corporate social responsibility is good for business, successful business performance is essential to our ability to provide social benefit. Last year we set upon a new strategic direction for the company, focusing on our essential purpose as a company and the value we provide our customers and partners. We revisited our core mission and vision to codify values we already embodied in our corporate culture. Together, the mission and vision bring focus and clarity to both our present responsibilities and our future goals.

Our updated global online strategy includes new use policies and guides that allow our people to communicate responsibly and confidently, using new technological tools and communication channels. If properly used, social media may be powerfully deployed in service of corporate social responsibility. The first step is information security. Our mandatory security awareness training is part of a program to protect customers and employees from security threats.

In some ways, we have come farther than we imagined in our first 25 years in business. That success now allows us to set our sights on loftier goals - in terms of profit, innovations and contributions to society. Our new vision statement will help us focus our efforts to "*promote global business growth and positive social impact by improving our clients' performance, their travelers lives and communities worldwide.*" As a global citizen, we are committed to this endeavor through our **socially** responsible activities, by maintaining an **ethical** code of business and by meeting our obligations towards the **environment**.

John Snyder
Global President &
Chief Operating Officer

Kathy Jackson
Executive Vice President Global Client
Management & Advito / onboard
Executive Sponsor

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BCD Travel

The expert in travel for a growing global work force, BCD Travel is the world's third largest corporate travel management company. Our mission is to simplify and streamline travel services and strategic business management to benefit our clients' organizations on every level, from the bottom line to the business traveler. Our commitment to service and innovation means that some of the largest and best-known companies in the world entrust us with their travel management services.

Our Corporate Social Responsibility Principles

BCD Travel's voluntary commitment to a high level of social responsibility is the foundation of our Corporate Social Responsibility (CSR) Principles. As one of the largest corporate travel management companies in the world, we deem it vital to maintain our social activism at a level that matches our economic capacity.

Together with our shareholders, BCD Holdings N.V., we regard a commitment to and investment in improving our local and global communities as an investment in our (and their) future – we believe in building for the “next next” generation.

Our CSR Principles focus on five key areas: ethical business practices, people, the community, the environment and privacy/data protection.

Our Commitment to Ethical Business Practices

While BCD Travel's business practices must be consistent with the business and social practices of the communities in which we operate, we believe that honesty is the essential standard of integrity in any locale. Although local customs may vary, BCD Travel's activities are to be based on honesty, integrity and respect.

Our Commitment to People

BCD Travel is committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability. We strive to deal with everyone in a fair and open manner and embrace and accept differences in others. We are committed to being an agent of positive change in the communities in which we live and work.

Our Commitment to the Community

BCD Travel is committed to being an agent of positive change within our wider communities. We encourage our employees' efforts to support the communities in which they live through social investment, business relationships, and participation in charitable endeavors.

Our Commitment to the Environment

BCD Travel is committed to protecting the environment and the health and safety of our employees. We are conscious of our responsibility to conserve resources and continuously look for ways to more efficiently use resources to reduce the environmental burden of waste generation and emissions to the air, water, and land.

Our Commitment to Privacy/Data Protection

Unauthorized disclosure of sensitive information can result in BCD Travel and our customers failing to comply with industry best practices, compliance or legislative requirements. These events impact customer retention and result in financial or reputation damage. BCD Travel takes great care and responsibility with customer data and information systems.

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BCD Travel

Responsible Travel Management

As a company, BCD Travel helps customers to align their travel program with their larger CSR goals. We deliver cost-effective results and environmental, social and ethical protection for local and global communities.

Our strategic approach moves beyond the “greening” of travel. We offer comprehensive responsible travel management solutions that focus on both:

Sustainability

Measuring the environmental impact of business travel and taking steps to minimize the program’s carbon footprint. Solutions include:

- Carbon emission reporting
- Carbon off-setting

Accountability

Improving traveler wellbeing and security and promoting responsible standards throughout the travel supply chain. Solutions include:

- Travel risk management
- Traveler tracking
- Medical repatriation



Charity luncheon in Singapore for Jamiyah Home

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Human Rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2

Businesses should make sure that they are not complicit in human rights abuses.

Our Commitment

Our employees are the back bone of our business. Their dedication, productivity and experience make it possible for us to remain innovative and competitive. BCD Travel's continued success is dependent upon our ability to meet the needs of our global and diverse workforce.

BCD Travel is committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability. We strive to deal with everyone in a fair and open manner and embrace and accept differences in others.

BCD Travel is committed to being an agent of positive change within our wider communities. We encourage our employees' efforts to support the communities in which they live through social investment, business relationships, and participation in charitable endeavors.

BCD Travel is committed to providing a violence-free workplace. Acts or threats of physical violence, including intimidation, harassment, and/or coercion, that involve or affect the company or that occur in the workplace or in the conduct of company business off company property, will not be tolerated. This prohibition against threats and acts of violence applies to all persons involved in company operations, including, but not limited to, BCD Travel personnel, contract workers, temporary employees, and anyone else in the workplace or conducting company business off company property.



BCD Travel is committed to user privacy in its products and services and seeks to provide a secure business environment for the protection of employees' and customers' private information. Security measures are employed regardless of the media on which information is stored (paper, overhead transparency, computer bits, etc.); systems which process it (personal computers, voicemail systems, etc.); or methods by which it is moved (electronic mail, face-to-face conversation, etc.). Information is also protected in a manner consistent with its classification.

In addition, BCD Travel ensures that our employees:

- are aware of their own human rights and respect the rights of others;
- have a substance-free working environment, which is free of harassment;
- receive a fair compensation and benefit program and have a flexible workplace that serves the requirements of both the Company and the individual;
- have the opportunity to voice their complaints or concerns regarding human rights abuses;
- have the opportunities and resources needed to enhance their competencies and performance.

Our Systems

BCD Travel operates the following systems and procedures to ensure that our commitments to human rights issues are addressed.

BCD Travel operations:

- Our statements on human rights issues are clearly outlined within our global CSR Principles document, which has been distributed to all employees and is also available on our Web site. Human rights policies are also highlighted on local intranet sites and in local employee and HR manuals. In the event that local laws are more restrictive than BCD Travel's standards, employees must comply with the more stringent, applicable local laws.
- BCD Travel has established a dedicated CSR Committee to provide leadership and resources to help raise awareness of CSR issues (including human rights, labor standards, the environment and anti-corruption) throughout the organization. This committee is made up of staff members from various functions across the globe who meet virtually each month to plan and harmonize current initiatives and explore ways to further raise CSR awareness throughout the company.
- The majority of our locations around the world have a dedicated contact person to whom employees can turn for advice on human rights abuse issues.
- Annual employee satisfaction surveys are carried out by a third party on a global scale. These surveys are one way in which employees voice their opinions and raise any important issues.
- BCD Travel regards with paramount importance the human rights of our internal staff to ensure that their data is protected and secure at all times.

- BCD Travel works with suppliers and sub-contractors who are encouraged to sign up to our Code of Conduct for Suppliers and Sub-contractors, which stipulates our policy on human rights issues.
- The human rights of our community at large are equally important. Pertaining to the "Community" pillar within our CSR Principles, we believe in being an agent of positive change through:
 - *Local Empowerment* – Investment in our community begins with the individual and we encourage our employees to initiate and support efforts to improve our local communities.
 - *Making a Difference* – We proudly support our shareholder's organization-wide Making a Difference Foundation that is focused on supporting children's causes around the globe. See page 25 for more information.
 - *The Haiti Project* – In partnership with the Great Commission Alliance, BCD Travel created a fundraising program to support the future of the children in Haiti by building the BCD School of Hope. See page 26 for more information.
 - *Talent Management* – With our Talent Management initiative, we aim to achieve recognition as the "employer of choice" among competitors, increase employee engagement and satisfaction.
 - *Emerging markets* – Our partnership with licensees in emerging markets helps these businesses and their employees secure their future role in a global marketplace by providing access to training, technology and opportunities for business growth. See page 28 for more information.
 - *Working with suppliers* – BCD Travel works with suppliers and other business partners to encourage joint in-kind contributions to community initiatives.

Human Rights

Services for our clients:

BCD Travel values its client relationships, taking great care and responsibility to manage and protect client data. As a result, BCD Travel recognizes that:

- Unauthorized disclosure of sensitive information can result in BCD Travel and our clients failing to comply with industry best practices, industry compliance, or applicable legislative requirements and regulations.
- Unscheduled downtime of the services and applications BCD Travel uses to process client information or that we provide to our clients negatively affects our performance, reputation and client retention.
- These events can cause severe financial or reputation damage.

BCD Travel has taken extensive measures to protect corporate and customer data which comply with legal provisions and BCD Travel's international security standards, such as ISO 17799, ISO 27001 and PCI-DSS, from loss, manipulation, unauthorized access and falsification of data and information.

We also endeavor to protect our clients' travelers by offering the following services:

• **Travel Risk Management & Traveler Security**

BCD Travel's innovative risk management technology enables our client to monitor their 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. The application offers instant access to accurate travel and security information. In the event of a crisis, a plan can be immediately executed to get travelers out of a high-risk area quickly. It monitors risk across the globe, 24 hours a day, seven days a week, generating e-mail alerts to keep travelers informed and aware.

• **Medical Repatriation**

Bringing home travelers who become sick or are injured while on a business trip is a highly specialized and sensitive business, requiring knowledge of both travel and medicine. BCD Travel works with a third-party specialist that gets patients home with the maximum of care and minimum fuss.



Our Activities

- Steered by our CSR Committee, BCD Travel has developed a set of CSR Principles, which is made available in a variety of ways to our employees worldwide. These principles include detailed information on the protection of human rights and have been endorsed at the highest level in the company.
- The CSR Committee carries out a yearly audit to ensure that our global entities comply with human rights standards and the standards outlined in our CSR Principles document.
- All Regions report quarterly on their activities and progress within our CSR Principles, which covers data protection and security for both employees and clients.
- The Information Protection & Security Governance Committee includes management from various parts of our organization. Human resources, legal, operations, finance, information technology, internal audit, industry relations and security management review the security program frequently. Regional steering committees define the local impact and coordinate the implementation of the security program.
- A number of our locations carry out audits of all work spaces through an external company specializing in safety and ergonomic standards in the workplace, to ensure that our employees are working in a safe and comfortable environment.
- Personnel are the foundation of the Information Protection and Security Program. Information security is included in job responsibilities. A formal, mandatory screening process is used along with confidentiality agreements and ongoing training and awareness programs. Background checks are performed on potential employees and contractors.
- Certified Security Professionals are dedicated to protecting assets in the care of BCD Travel. These professionals maintain cutting-edge technical expertise and professional designations such as Certified Information Security Manager (CISM) and Certified Information System Security Professional (CISSP). Information protection is integrated with BCD Travel operations and business alignment is maintained using steering and advisory committees and risk assessments.
- We have set up the Travel Disruptions pages on our homepage, a dashboard for clients experiencing travel disruptions. Customized for each region, these pages feature widgets for information about airport delays, weather links, local forecast and government alerts.
- Crisis Management / Travel Risk Management is a fast moving, mutating target. In 2011 BCD Travel established a Global Crisis Management process on the premise that travelers, travel management, support entities and technology form a continuous stream of communication and preventive action to provide traveler well-being.
- With publication of intelligence pieces and White Papers on topics such as *Building a Travel Risk Management Plan* and *Responsible Travel Management*, BCD Travel fulfills the Duty of Care objective by providing clients sage advice on destination and security.
- The Global Crisis Management team coordinates all BCD Travel internal responsibilities and resources to monitor the world through multiple media sources: 24/7/365 for incidents that happen globally, and incidents that have a direct or indirect impact on travel. During crisis mode and after incidents, the team identifies potentially impacted travelers by pulling reports on global data through DecisionSource, BCD Travel's travel risk management and intelligence & analytics tool.

Our Performance

- Our systems, processes and actions above ensure that our employees' and travelers' levels of satisfaction and security are raised. In addition we help travelers stay informed, productive and safe while on the road.
- Our CSR Principles document is provided to employees via local intranet in six languages – English, Dutch, French, German, Spanish and Portuguese. New employees are provided with a copy of our CSR Principles document to ensure that they are aware of our commitment to support international human rights standards. We continue to promote our CSR Principles throughout our organization through training.
- Our global employee satisfaction survey was conducted in 2012, with 72.6% of the employee base participating - up from 71.7% in 2011. With the increase in participation we also saw an improvement in all of the 19 categories evaluated. The company's Overall Satisfaction score jumped from 74.9 to 77.3, a significant improvement year over year, meeting our enhanced strategic focus on PEOPLE. A further statement to that is the Engagement Index, which went up from 77.8 to 80.2. These results are the voice and sentiment of our employees, a proclamation we take very seriously and to heart; therefore, we will now conduct employee surveys every second year, allowing more time between evaluations to further assess the results and work on action plans and initiatives stemming from the responses. All regions are required to put in place a detailed course of action for their employees based on the results from the survey, and are held accountable for carrying it out through the course of the year.
- Our data centers ensure that customer data remains secure while stored on BCD Travel production information systems. In 2012, BCD Travel was re-certified for the internationally recognized standard Information Security Management ISO 27001:2005 which provides a framework for best practices in the management of information security. We were also re-certified with the Payment Card Industry Data Security Standard (PCI-DSS) at EMEA Data centers in Germany, hosted by T-Systems.
- BCD Travel America successfully achieved PCI Compliant Merchant status in 2011 and has since continued to aggressively pursue PCI Compliant Service Provider Status. IP&S in the U.S. completed re-certification of its PCI-DSS Merchant certification for Purchase Express (American Express card) and Evalon (MasterCard, Visa, Diners Club and Discover cards).
- With a focus on enhancing the security awareness and training of U.S. and Canadian employees, our Information Protection & Security department promoted Cyber Security Awareness Week. This campaign included online contests to bring attention to the dangers of social engineering and social networking sites.
- Our IP&S department added staff for compliance, fraud management, ISO certification management and client management.
- BCD Travel successfully completed the ISAE audit and received the SSAE audit report for 2012.

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Human Rights

- The 2012 Global Security Summit was hosted by IP&S in the U.S., with the attendance of 20 participants from EMEA and APAC joining the U.S. team. Break out sessions covered in depth discussions on 35 security areas affecting BCD Travel and included brainstorming on strategic initiatives for 2013. Plenary sessions included presentations by ARC's Fraud Department and security technology provider FishNet and SourceFire.
- With the growing need for security oversight in the APAC market, a dedicated resource along with security enhancing initiatives are in active execution within the market. Key preliminary initiatives include new hire security awareness training, risk assessments on key technologies and partner relationships as well as gap analyses aligning to ISO 27001. A work plan and strategy have been developed to manage efforts throughout 2013.
- Encryption is used when possible to secure data during collection, transit and storage. BCD Travel is currently pursuing an end-to-end encryption strategy.



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According to our December 2012 internal CSR audit and quarterly reports...

- We continue to maintain the 81% global CSR awareness level that we achieved in 2011.
 - Although BCD Travel has a global policy on human rights issues (highlighted in the “People” section of our global CSR Principles document), 83% of BCD Travel countries have an additional written human rights policy in place.
 - 94% of our locations around the globe have a dedicated person in place whom employees can contact regarding complaints or concerns about human rights abuse.
 - Our Information Protection & Security team continues to provide guidance and leadership for security awareness and response. Along with security awareness training, BCD Travel employees also receive security updates via bulletin alerts, intranet communications and security-related articles in our quarterly internal magazine *focus*.
 - Database encryption and a new generation intrusion detection system have been implemented, allowing for better protection of employee personal data.
- The percentage of BCD Travel countries with written policies dealing with the following human rights issues (over and above the company’s global policy) are:
 - Anti-discrimination - 93.8%
 - Employee health and safety - 98.4%
 - Workplace and sexual harassment - 97.9%
 - Working hours - 98.1%
 - Fair compensation and benefits - 97.3%



Labor Standards

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

Businesses should support the elimination of all forms of forced and compulsory labor.

Our Commitment

BCD Travel respects employees' right to collective bargaining. BCD Travel also requests that suppliers recognize their employees' right to choose whether or not to associate with or establish any organization including labor organizations.

Forced or involuntary labor is not tolerated by BCD Travel. This includes work on a forced contract, slavery and other forms of work against one's will or choice. BCD Travel does not accept employment through fee-charging employment agencies, or in any other way which confines the employee in unreasonable debt bondage.

BCD Travel respects children's right to development and education. Therefore, we do not support child labor and do not use children as part of our workforce. We will assist education systems, where we can, in providing work placements or internships as part of university or vocational courses of study.

BCD Travel employs individuals of different ages, genders, ethnicity, physical and mental abilities and lifestyles and values the unique



background of each of its employees. BCD Travel will not discriminate (or tolerate discrimination by its employees) against any applicant or employee based on age, gender, race, color, religion, national origin, ancestry, sexual orientation, disability, marital status, veteran status and sex (including pregnancy, childbirth, and other specific conditions), or any other characteristic protected by law.

All employment decisions related to new hires, transfers, promotions and compensation are based on experience, skills, qualifications and responsibilities. BCD Travel will strive to achieve the full potential of all employees. We operate in a fair and open manner and embrace and accept differences in others. We are committed to being an agent of positive change in the communities in which we live and work.

Labor Standards

Principle 5

Businesses should support the effective abolition of child labor.

Principle 6

Businesses should support the elimination of discrimination in respect of employment and occupation.

Our Systems

- BCD Travel endeavors to be a fair employer and to provide employees with a healthy and safe working environment, compensation and benefits in line with market standards, working hours aligned with local country labor laws and strict rules against child labor. Each employee is provided with written terms of employment stipulating the number of working hours per week, monthly salary and other terms and conditions concerning overtime, etc.
 - BCD Travel respects the rights of the employees to form works councils, which allow a greater degree of employee input into the company. Several works councils are currently in place in European countries and conform to local country and European Union laws.
 - Our statements on labor standards are clearly outlined in our global CSR Principles document under the “People” section, which has been distributed to all employees and is also available on our Web site. Human rights and labor policies are also highlighted on local intranet sites and in local employee and HR manuals. In the event that local laws are more restrictive than BCD Travel’s standards, employees must comply with the more stringent, applicable local laws.
- Through the development of activities employing our own workforce to attract new employees, our Talent Management team is working towards refreshing our employer brand – with company-wide recognition and Recruiting Management System (RMS) programs. By developing a customized on-boarding plan for new employees and expanding the use of technology and social media practices in recruiting, BCD Travel’s Talent Management team looks to enhance employee on-boarding experience via new technologies and create a more comprehensive talent pipeline program.
 - BCD Travel works with suppliers and sub-contractors and encourages them to sign up to our Code of Conduct for Suppliers and Sub-contractors, which stipulates our policy on child labor, forced labor, collective bargaining and discrimination.



Our Activities

- **CSR Audit** – A CSR audit was conducted to measure how issues surrounding labor standards fared across our BCD Travel countries of operation. These figures will be used to highlight areas for improvement and measure our future progress.
- **Work Placements** – Work placements allow students to gain real experience in an industry or a particular function that he or she is interested in. BCD Travel has accepted various placements around the globe, working in close partnership with the students’ educational institutions. BCD Travel has provided practical experience and mentoring to help the students complete necessary course work while on placement.
- The **Competency Modeling** for a number of the job roles that cross the company globally is underway. Currently, the global roles of Account Management, Sales, Project Management and Operations Management roles have developed standard job profiles that will cross regional boundaries. Competencies have been identified for each role and the process is underway to assess gaps in employee skills compared to the target level of each competency.
- Performance Solutions developed the **BCD Travel Intern Program** to hire and train entry level travel consultants for BCD Travel. The program consists of:
 - Classroom training and controlled environments
 - Mentor Program for operational support during classroom training; controlled environment for one month after completion.

- **Training programs** – BCD Travel is dedicated employees’ professional development to hone their skill levels and advance with the company. Training content is developed internally for BCD Travel-specific training needs and purchased externally for universal content.

2012 Americas

Training programs offered	1Q12	2Q12	3Q12	4Q12	YTD TTL
Instructor-lead programs	109	99	95	98	401
Online programs	119	117	169	153	558
Employee attendance	6,468	4,687	6,909	9,365	27,429

2012 EMEA

Training courses: 557 classroom & webinar +15164 Permanent Staff Training
 Average duration: 1,14 day
 Number of training days: 623
 Number of participants: 3,743

2012 APAC

Training courses: 20 courses/sessions
 Average hours: 8hrs/course
 Number of training days: 36 days in total across AU, IN, SIN, HK and CN
 Number of participants: approx. 250 across all sessions

The IP&S team successfully completed the roll out of Phase III (EMEA) and Phase IV (UK, IE and Nordics) of their first annual Global Security Awareness Training, facilitated by SAI Global. The following are the participation levels:
 North America: 91.0% EMEA: 94.5%
 APAC: 99.0% UK/IE: 90.0%

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Our Performance

In addition to continuing to carry out the above activities over the last year, our CSR audit of operating countries has shown the following progress during 2012:

- The percentage of BCD Travel countries with written policies dealing with the following labor standards are:
 - opposition to child labor – 77%
 - opposition to forced and compulsory labor – 73%
 - freedom of the association and right to collective bargaining – 73%
- Our 2012 *Global Employee Survey* showed an increase in the overall satisfaction from 74.9% to 77.3%, which is the highest satisfaction score in the history of the company and significantly higher than the *Global Norm Score** of 73 for the year. Many factors may have contributed to this increase, and as all may not stem for the targeted initiatives to raise the satisfaction level, the strong positive sense that comes from actually having a job in today's economy is considered part of the reason.
- 41% of audited countries include the Code of Conduct for Suppliers and Sub-Contractors in supplier contracts.
- An online training course to help increase internal CSR awareness among employees was developed in 2012 and will be rolled out globally in 2013.

* The **Global Norm Score** is an average overall satisfaction score based on data obtained over the last 10 years from several service companies in various geographical regions. See opposite.

Region	Percent Contribution to the Global Norm Overall Score
United States	38.3%
Canada	1.1%
Mexico	4.7%
Europe	46.3%
South America	3.2%
Asia and Australia	6.4%



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Environment

Principle 7

Businesses should support a precautionary approach to environmental challenges.

Principle 8

Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.

Our Commitment

BCD Travel is committed to protecting the environment and promoting greater environmental awareness. We are conscious of our responsibility to conserve resources and continuously look for ways to use resources more efficiently to reduce the environmental burden of waste generation and emissions into the air, water and land.



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Environment

Our Systems

BCD Travel operates the following systems and procedures to ensure that our above commitments to environmental issues are addressed.

BCD Travel operations:

- We establish and continuously improve our policies, programs and practices for conducting our business in a safe, environmentally sound manner and in accordance with relevant safety and environmental legislation and regulations.
 - We incorporate environmental considerations into our planning processes, with special attention to environmental issues during our selection and management of business locations and facilities.
 - We conduct our operations in a manner that is committed to recycling, conservation of resources, prevention of pollution, and promotion of environmental responsibility among our employees.
 - We provide products and services to our internal and external customers that promote environmentally sound travel management practices; focus on the efficient use of resources; and minimize the creation of waste, and reduction of harmful emissions to the air, water, and land.
- We inform suppliers and other industry business partners of our environmental principles and encourage the adoption of environmental management practices aligned with these principles.
 - We conduct formal reviews of the company's activities to ensure compliance with environmental regulations and internal practices.
 - We encourage learning from and working with industry suppliers who incorporate a high level of environmental responsibility into the products and services they offer.

Services for our customers:

Our comprehensive CSR solutions focus on sustainability to evaluate and reduce the environmental impact of travel activities and accountability to improve traveler well-being and security and promote ethical business standards throughout their travel supply chain and stakeholder network

To help our customers find solutions for their broad CSR needs, BCD Travel works with our consulting arm, Advito, as well as with industry partners, associations and experts.

- **Carbon Emission Reporting** – Our carbon emission tracker 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 CSR initiatives.
- **Carbon Off-setting** – Carbon off-setting can help compensate for the environmental impact of travel programs by allocating funds commensurate with the emissions produced through business travel. That money is then 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.

- **Advito** – Advito provides a range of consultative services to diagnose and improve travel program environmental and social impacts, including:
 - **Responsible Travel Program Diagnostic.** To help travel and procurement managers determine the contribution their program makes to the company’s overall CSR program and help to achieve the right balance of traditional travel management and CSR objectives.
 - **CSR Travel Strategy Workshop.** To help clarify corporate requirements and stakeholder expectations and constraints for sustainable and accountable travel management through single or multiple stakeholder workshops.
 - **Travel Avoidance Program.** To help customers to successfully implement trip avoidance programs through an integrated approach that considers all key stakeholder requirements.
 - **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.
 - **Meeting Location Optimization.** To address the environmental impact of meetings through sustainable sourcing, ‘environmental housekeeping’ and a total trip perspective.
 - **Off-Setting Advisory.** To provide the customized advice needed to address the key questions on carbon off-set partner selection and implementation.
 - **Travel Risk Management Consulting.** To help to assess exposure to travel-related safety and security risks and recommend changes to operational programs, travel security initiatives and risk management providers.

Our Activities

- Paperless (or almost) Processes: North America offices maintain a listing of processes that have become paperless. In years past, most of our business was very paper intensive and we continually work to reduce paper and automate or go online with our processes.
- Central Support Processes in Canada: The Canadian Central Support Department has now completely stopped printing e-tickets.
- Online New Hire Portal: In February 2011, the U.S. and Canada implemented an online portal for the delivery of new hire paperwork to New Hires. This saves approximately 140,000 sheets of paper (700 new hires x 200 sheets) or 16.8 trees per year.
- Annual Open Enrollment for Benefits: Effective in 2009, the U.S. discontinued mailing Benefit enrollment packages and moved the process online. This saves approximate 437,500 sheets of paper (3,500 people x 125 sheets) or 52.5 trees per year.
- Online Pay Stubs for Direct Deposit: In 2003, the U.S. implemented an online system for viewing bi-weekly pay stubs. This has saved approximately 91,000 sheets of paper (3,500 people x 26 sheets) or 10.9 trees per year. Additionally, 96% of our employees are paid by direct deposit, therefore, avoiding the issuance of a paper check.
- Travel Operations continues to remove paper from all of the processes listed below. We are working to implement a tracking process for each of our offices to calculate the number of trees saved per year by eliminating ticket stock, ticket jackets, invoice/itineraries, bills /invoices and record keeping of commissions.
- North America accounting will soon be implementing a new online Accounts Payable/Check Request initiative to eliminate paper requests and invoices.
- Since 2006 North America employees submit expense reports and invoices electronically, reducing the use of paper, storage requirements and shipping.
- BCD Travel offices continue to increase the number of employees working from home. This saves gasoline and CO2 emissions as well as time and provides a better work-life balance. Additionally, this adds flexibility to supporting the needs of the business or disaster recovery. Current numbers:
U.S. 47.3%
Canada 49%
Results also in reduction of office space (sq. ft) costs/CO2 emissions.
- BCD Travel supports a number of key initiatives that align with our company's values, such as publications like *Green Bulletin*, *focus* and *Essentials*. CSR newsletters are also distributed via e-mail/Intranet.



Our Performance

- Our processes, systems and activities detailed above enable a greater understanding of environmental liabilities linked to business travel among our employees and clients. The steps we have taken count towards reducing the carbon footprint of our travelers and educating our community at large on being more environmentally-responsible.
- We will continue to encourage local BCD Travel countries to raise environmental awareness amongst our staff and implement new measures to ensure that we offer environmentally-friendly processes, technologies and services to the best of our ability.
- All of our offices in Germany and the Netherlands are certified to the environmental management standard ISO 14001:2009. Re-certification of both these countries took place in Q1 2012 with certification valid until 2014. BCD Travel UK's office also achieved ISO 14001 re-certification in October 2012.



- Our headquarters in Atlanta is working towards achieving ISO 14001 certification, which is planned for Q1 2013.
- BCD M&I takes a personalized and flexible approach to incorporating responsible travel initiatives in meetings and events programs by focusing on issues and objectives surrounding energy consumption, waste management, community involvement and sustainable transport, thus integrating events with an organization's larger CSR goals.
- Green Meetings are quickly becoming a priority for many companies while major event organizations are encouraging their members to take a greener approach to their events. According to the Convention Industry Council, a green meeting or event incorporates environmental considerations to minimize its negative impact on the environment. BCD Travel is proud of our commitment to the environment by supporting the BCD M&I Green Meetings initiative through recommendations to our clients such as selecting an appropriate location to reduce unnecessary travel, requesting hybrid cars, planning to conserve energy, reduce waste, recycle, buy earth-friendly products and to use an online registration process, etc.
- Our BCD M&I San Francisco office and Chicago Headquarters are LEED certified buildings, as well as the offices in Phoenix and Woburn.
- One World Partners 'Footprints' Program, whose goal is to make a difference in every community where they work, is under evaluation for future incorporation into BCD M&I's CSR platform.
- Our recent CSR audit details numerous steps that our offices have taken across the globe to become more environmentally friendly. Overleaf are some specific examples of how our staff has given back to the environment and community.

UN Global Compact Report

Environment

According to our December 2012 internal CSR audit...

- BCD Travel Germany maintained their 40% share of environmentally-friendly Eco-Easy products in 2012. In Belgium, 62% of office supplies and 60% in the Netherlands are green products.
- 100% of all paper purchased in the Netherlands in 2012 was environmentally-friendly, an increase of 10% over 2011. In Germany, the percentage of environmentally-friendly paper purchased increased from 96% in 2011 to 98.6% in 2012.
- Square footage of office space was reduced by 3% in the U.S. and Canada in 2012, resulting in a reduction of 39% since 2009.
- 47% of employees in the U.S. and 49% in Canada are virtual employees, which saves travel costs and office space, therefore also CO2 emissions.
- Server virtualization in our IT department in the U.S. has had a significant environmental impact by reducing energy costs and reducing annual CO2 emissions required to power physical services. In addition, a positive impact on capital and operating expenses was achieved. Virtualization technology is currently being used to meet the growing remote workforce. 6% of all desktops have been converted to date with more expected in the future.
- Travel itineraries for employees now contain CO2 emission statements for air, car, rail and hotel travel segments. A new option to print just the pertinent travel information with a printer-friendly link has been included to reduce paper printed.
- Our U.S. and Canada offices are tracking green initiatives at our 31 major locations, allowing us to look for opportunities to improve and share best practices.



Sharon Dirks, Global CSR Coordinator and **Thomas Diekmann**, Manager, FM/IS North Central Europe

- In Costa Rica, an environmental weekly *breaking news* message delivers key tips to improve recycling activities and help protect the environment.
- BCD Travel Germany has extended their contract with the eco-friendly provider NaturEnergie until 2015. By working with them, our annual country-wide electricity usage of 1,298,340kWh comes with a number of ecologically-friendly advantages compared to other electricity providers -- such as avoidance of 641,380 kg CO2/year and avoidance of 909 gr. of radioactive waste a year. These CO2 emissions equal:
 - the production of 246,685 steaks
 - 4,227,950 kilometers of car travel
 - 6,062,192 kilometers of air travelUsing NaturEnergie, our kWh results in zero kg CO2/year.
- BCD Travel Germany won first place for sustainable purchasing (Easy Tree Awards Staples Advantage) from our office materials supplier Staples.
- Environmental award die "Grüne Flötte 2012" (Green Fleet) from VW Leasing GmbH and NABU (Naturschutz Bund) for ecologically responsible car fleet management.
- The CSR Committee in Mexico created an environmental policy to carry out activities around the country. A recycling program is in place and bi-monthly reports are generated to set effective reduction targets. Staff is also trained on waste separation.

UN Global Compact Report

Environment

Earth Day / World Environment Day

BCD Travel carried out a number of activities in support of Earth Day on April 22nd and World Environment Day on June 5th. These activities included planting trees and vegetables, collecting batteries, mobiles and electronics for recycling, grow cards, recycling plastic, shut down of all unnecessary electricity, implementation of trash separation and collection.

Paperless Documentation

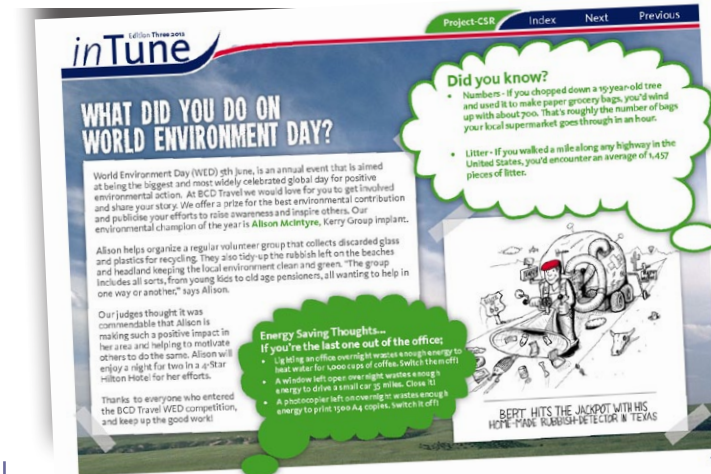
BCD Travel endeavour to produce screen friendly documents that are easy to read and navigate on screen avoiding the need to print them out. This not only helps us reduce our paper consumption but also that of our customers and suppliers.

"Green" Activities

Environment Capsule: labeled cans were placed in each break room of the multiservice center for "Glass, Cans, Tetra Pack, Paper & Organic Disposables." A weekly newsletter called *Environment Capsule* provides updates on progress and offers advice for promoting recycling.

Staples Office Supplies converted the "green" office supplies for the U.S. offices from Jan through Sep 2012 using the Environmental Defense Paper Calculator to provide these results:

Total Volume	2,311.74 (lbs)
Total Post Consumer Recycled Content	801.55 (lbs)
Average Post Consumer Recycled Content	34.67 (%)
Greenhouse gas emissions reduced (CO2) equivalents	890.12 (lbs)
Equivalent number of average US cars not driven per year	0.09 (cars)
Water saved	4,085.90 (gallons)
Trees saved	6.81 (trees)
Wood Resources saved	2,781.38 (lbs)
Total energy (BTUs) saved	6,813,174.18 (BTUs)
Energy equivalent to oil saved	48.67 (gallons)
Equivalent number of average US Homes heated per year	0.18 (homes)
Energy equivalent to electricity saved	1,939.97 (Kwh)
Equivalent number of average US homes powered per year	0.17 (homes)



Earth Hour

Increased employee awareness on environmental causes and locally supported activities in regional and country intranets. For example, a marketing bulletin making employees aware of Earth Hour on March 31st was published on local intranets. The aim was to encourage employees to turn off non-essential lights for one hour to raise awareness about the need to take action on climate change.

Global Handwashing Day

BCD Travel encourages all employees to support the CSR initiative, Global Handwashing Day, on Oct. 15. Posters are distributed and placed in many offices to encourage proper handwashing with soap and e-mails are sent to employees with information about the benefits of handwashing to prevent diseases at the workplace and at home. This effort also supports the Global Soap Project.

Energy Saving

More offices are adopting tighter policies on energy efficiency. The goals include to open windows to allow sunlight, switching off lights during lunch hours, optimize energy settings in computers, using power strips, using compact fluorescent light bulbs.

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

Our Commitment

BCD Travel is committed to upholding high moral and ethical principles and specifies the basic norms of behavior for those employees undertaking business on its behalf. While BCD Travel's business practices must be consistent with the business and social practices of the communities in which we operate, we believe that honesty is the essential standard of integrity in any locale. Although local customs may vary, BCD Travel's activities are to be based on honesty, integrity and respect.

Kickbacks, fees, commissions, or any form of payment intended to induce or reward favorable decisions and actions are unacceptable and prohibited. Employees of BCD Travel may not, in violation of any law, pay or offer to pay or give anything of value to induce or reward favorable action in any business transaction. These provisions are not intended to apply to routine, reasonable business entertainment or gifts of minor value, customary in local business relationships, provided full disclosure is made to an immediate supervisor and do not violate any law or organization policy.

Our Processes

- Our stance on anti-corruption is clearly stated within our CSR Principles, which has been distributed to all employees across the globe and available for download on our Web site.
- BCD Travel suppliers and sub-contractors are encouraged to sign up to Code of Conduct for Suppliers and Sub-contractors, which stipulates that: "Corruption and bribery are recognized as some of the barriers for sustainable development. BCD Travel does not accept these practices and does not, therefore, offer or accept any kind of undue payment. BCD Travel expects suppliers to act the same way."

Our Activities

See above.

Our Performance

- BCD Travel understands that anti-corruption issues may be larger in some markets than others. As a result, BCD Travel encourages local initiatives to help employees understand the broader issues surrounding anti-corruption and ensure all forms of corruption and bribery are prevented.
- BCD Travel aims to standardize the use of the Code of Conduct for Suppliers and Sub-contractors across all operating countries and ensure they sign up all suppliers to this code.

UN Global Compact Report

Partnerships for Development

In addition to the activities that directly support the principles of the UN Global Compact, BCD Travel engages in a range of partnership projects that support broader CSR principles, demonstrate good corporate citizenship and underscore the company's commitment to positive change.

In accordance with the "Community" pillar of our CSR Principles, we are committed to nurturing the communities in which we operate, and support social investments in the form of financial and in-kind contributions to various charitable organizations. We also invest in core business partnerships in emerging markets to contribute to economic growth, implement social, environmental or ethical standards, and allow these markets to provide services using a well known global brand.

Our "Making a Difference" Foundation

BCD Travel proudly supports our shareholder's organization-wide Making a Difference Foundation, which pinpoints grass-roots level programs that make a direct difference in the lives of children and reinforces the charitable instincts of BCD Holdings employees across the globe.

According to the chairman of BCD Holdings and the Making a Difference Foundation, John Fentener van Vlissingen, "Making a difference that can be felt by children living on all continents requires vision on both a global and local level. We are delighted to invite our company's staff from all corners of the globe to help improve the world for children. As an organization, we are dedicated to being an agent of positive change and truly benefiting children."

Actions Taken

In order to support the community at large, BCD Travel offices support numerous charity organizations and regularly organize fund raisers to support those less fortunate than ourselves. As well as monetary aid, our staff provides in-kind donations and personal time contributions. Our preferred partners also get involved and kindly donate prizes that are raffled within our offices, with all proceeds going towards the chosen charity.

The Global Soap Project recovers discarded soap from hotels, reprocesses it into new bars and distributes it to vulnerable populations throughout the world. BCD Travel supports the efforts of this organization through the fundraising carried out by employees for the Haiti Project: \$10,000 collected from this effort will be donated to the Global Soap Project to sponsor a container of soap that will be distributed to children in Haiti.

The Haiti Project: BCD Travel and the John and Marine van Vlissingen Foundation are funding the construction of a school in Haiti for 500 underprivileged children, providing them with the opportunity of receiving an education and the promise of a bright future. Employees around the world contributed to this effort with cash donations and fundraising events.

The BCD Travel Haiti Project

BCD Travel and the John and Marine van Vlissingen Foundation partnered with the non-profit Great Commission Alliance to launch the Haiti Project in 2012. Our mission is to fund the construction and operation of the BCD School of Hope in the town of Mirebalais, Haiti, offering 500 underprivileged children the opportunity of receiving an education and the promise of a bright future.

BCD Travel employees took this project to heart by holding fundraising events, selling baked goods and other efforts to raise cash. The goal of \$160,000 USD was reached, with the added support from our clients and partners. The construction will be completed in October 2013.



UN Global Compact Report

Partnerships for Development

According to our December 2012 internal CSR audit...

Our global offices support a wide variety of charitable events:

Region	Contributions reported (cash and in-kind)
U.S. & Canada	US\$ 94,330.25
LatAm	US\$ 3,783.50
EMEA/UK	US\$ 26,472.63
APAC	US\$ 2,016.15
Total	US\$126,602.53



Country-specific charity events:

Country	Charity	Type
Argentina	Fundacion Filovitae	Youth program
Canada	On the tips of the toes	Children's charity
Colombia	Soñando por ti & por mi	Children's charity
Germany	Städtisches Kinderheim Aschaffenburg	Children's home
Germany	Streetlife/Mädchencafe	Youth program
Germany	FRÜZ e.V.	Children's school
Germany	Anton Schrobenhauser Stiftung	Children's home
Singapore	Jamiyah's Children Home	Children's home
UK & Ireland	70 Squadron Air Cadets	Youth Program
UK & Ireland	Re: Charge	Children's charity
U.S.	Hope House Day Care	IV/AIDS foundation for children
U.S.	Niles Home for Children	Children's home
U.S.	The Creative Planet School of the Arts (CPSOA)	Youth program
U.S.	Thumbuddy	Medical equipment for children

UN Global Compact Report

Partnerships for Development

Growth and Emerging Markets

The BCD Travel Partner network currently numbers over 70 independent travel agencies around the world who each have an exclusive contract to use the BCD Travel brand in their markets. The benefits are mutual and the aim is to integrate the partners as closely as possible and ensure that our clients receive a seamless service throughout the world, whether they are in Eastern and Central Europe, the Middle East, Africa, Asia Pacific, or Latin America.

To deliver this service, and ensure that standards are maintained and constantly improved, the focus is on training, introducing new technologies and products, streamlining processes so that the agency can generate efficiencies and cost savings, which can then be passed on to all their clients, local as well as multinational.



Partners from LatAm and EMEA at BCD Travel Partner Summit & Jubilee event in Atlanta, September 2012.



Actions Taken

- 19-21 September: Jubilee meeting in Atlanta (EMEA and LatAm partners).
- Hub meetings were held in Abu Dhabi (MENA countries) and Moscow (CIS).
- New Global Partner IT Strategy started to roll out products to 45 partners.
- Partner-specific reservation software introduced in Tunisia, Ghana, Madagascar, Qatar and Algeria.
- Account Management training held in Warsaw, Spain, Turkey and Algeria.
- Kazakhstan: 10 day program of client events and training.
- 14 national operational reviews / audits by our operations team who visit and work with partners on site.
- An African review undertaken to strengthen presence in Africa.
- 5 national operational reviews undertaken by our audit team who visited and worked with partners on site (Algeria, Ghana, Lebanon, Spain and Tunisia).
- Relaunching OBT support center in Mexico for super-regionals.
- Regional product updates are now available in Spanish for Latin America.
- Implementation of iSight training options in Spanish.
- Conducting training sessions for regional and local account managers and for key market management in Latin America.

New partners in 2012

Algeria, Jordan, Oman, Sudan and Curaçao.

Impact of Partnership

Our relationship with partners helps to secure their future role in a global marketplace by aligning themselves with a company that understands the importance of combining global reach and purchasing power, with local expertise and flexibility for its customers.

2012 continued to be a difficult year for the countries affected by political unrest in the Middle East and by the economic crisis in Spain, Greece and Portugal.

Latin America continues to grow due to increasing corporate demand and continued limited capacity. While Brazil marked a record growth, other economies remain threatened by political challenges and increased insecurity.