



How we Manage Talent

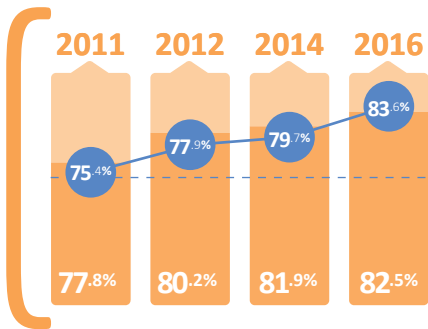
Global PEOPLE Awards



Forbes

Named one of **America's Best 500 Employers** by Forbes in 2016

Named in **FlexJobs Top 100 companies** with remote jobs 2016 & 2017



Employee Satisfaction

2014 benchmark = 74.4%

Employee Engagement

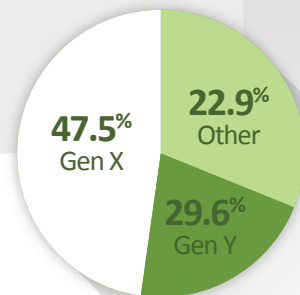
An "engaged employee" is one who is fully absorbed and enthusiastic about their work and takes positive action to further the organization's reputation and interests.

Global PEOPLE Engagement

Total headcount	(globally)	Work from home
10,702	2014	24%
10,997	2015	25.5%
11,995	2016	29.7%

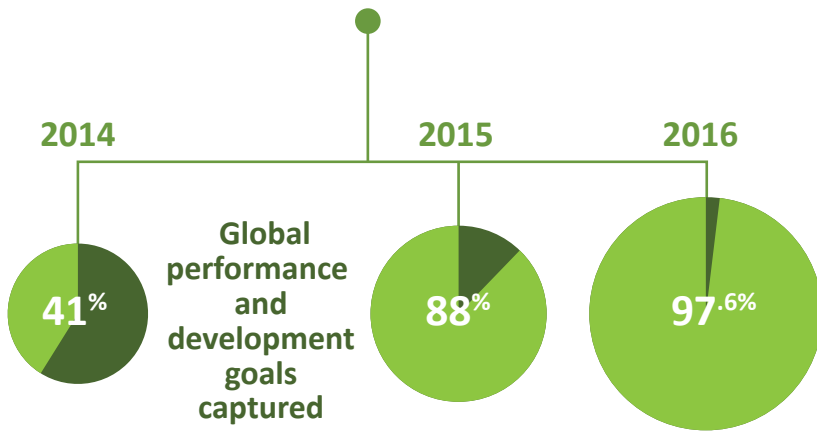
Global PEOPLE Development

Training	2014	2016
Courses completed	84,765	146,589
Unique participants	10,564	12,129
Avg Courses per person	8.02	12.09
Avg Training time per person	5.32	11.93

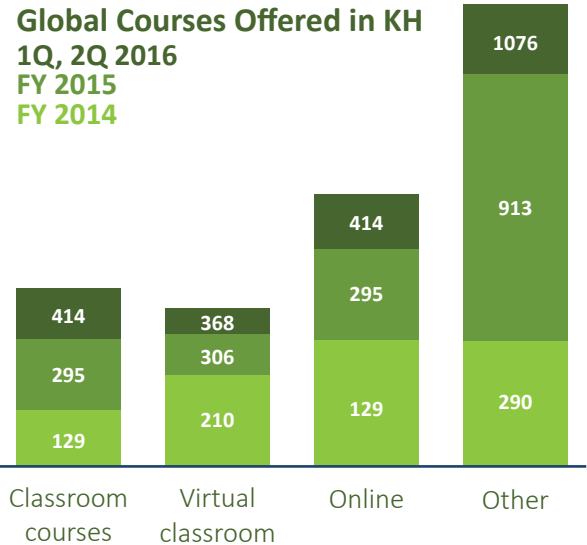




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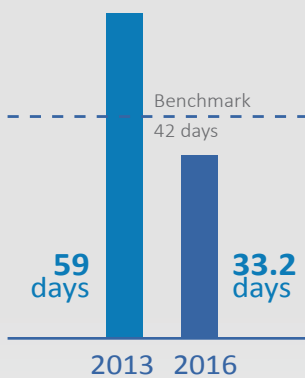
Global Courses Offered in KH
1Q, 2Q 2016
FY 2015
FY 2014



Global PEOPLE Attraction

22%
of hires were
existing staff
referrals in
2016

Average time to fill positions



Followers are our **brand advocates** — driving word of mouth, recommendations, and referrals to **BCD Travel**

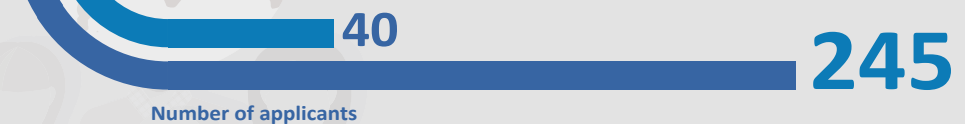
Employees with LinkedIn accounts



2017 2012

MAP Management Associate Program

Bringing university business graduates into BCD Travel



Number of applicants