



2018  
**sustainability**  
Executive  
Summary

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

**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.



### 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**

### Why we support the UN Global Compact

A signatory to the UN Global Compact since 2008, BCD Travel continues to support the 10 principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence. In committing to these principles—and in investing resources each year to compile our annual UN Global Compact report—we hope to enlist other companies globally to join the initiative to create sustainable organizations, sustainable governments and a sustainable planet.

## SUSTAINABLE DEVELOPMENT GOALS

### Contributing to the Sustainable Development Goals (SDGs)

The 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, BCD Travel contributes directly and indirectly to the achievement of the SDGs. We identified and prioritized five areas that are most relevant for our business:

#### 1 NO POVERTY



**No poverty (1)** – 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.

#### 4 QUALITY EDUCATION



**Quality education (4)** – We employ almost 13,500 staff globally and provide internships to many students. We proactively promote equal access for minority groups, as well as encourage awareness of social and environmental issues.

#### 5 GENDER EQUALITY



**Gender equality (5)** – Diversity is an important factor in our business success. Globally, our staff is 70% female and 30% male, a reflection of our industry's historic attraction for women. Our workplace programs, including sponsorship, mentoring, training and coaching opportunities, help guide our employees to advance their skillsets and careers.

#### 13 CLIMATE ACTION



**Climate action (13)** – 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.

#### 17 PARTNERSHIPS FOR THE GOALS



**Partnerships for the goals (17)** – 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

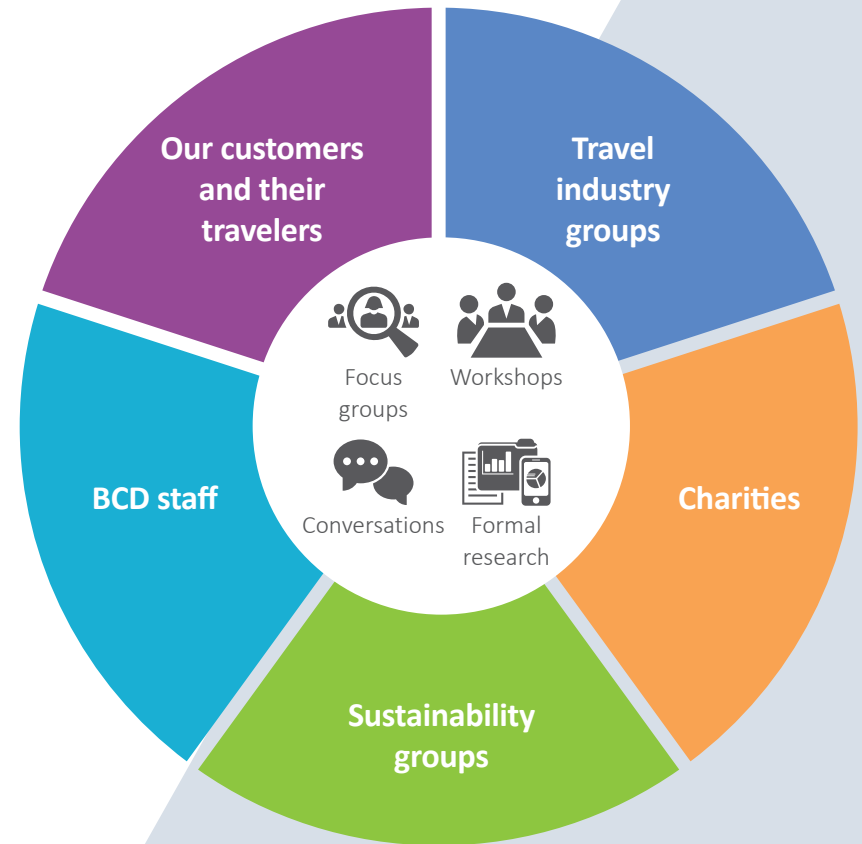
Sustainability governance helps us implement sustainability strategy across our business, manage goal-setting and reporting processes, strengthen relations with stakeholders, and ensure overall accountability. It requires committed leadership, clear direction, and strategic influence as well as the successful implementation and effective management of sustainability. The following groups and committees help ensure the above:

1. Commitment begins at the top: 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.
2. Specialists from functional teams define, implement and coordinate initiatives that contribute and ensure the success of our sustainability and strategic goals.

3. The global sustainability team and local country coordinators help raise awareness throughout the organization.
4. 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.

## Stakeholder engagement

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.





# 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.

**Overview:**

All BCD Travel employees are expected to behave with integrity at all times. We create 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.

**Long-term commitment:**

We aim to further develop our governance, compliance and ethics programs to cover global operations; demonstrate transparency and leadership to all stakeholders. We also continue to improve sustainability performance throughout all areas of our business.

Also, we continue to protect 100% of corporate and customer data and information from loss, manipulation, unauthorized access and falsification.

**Highlights:**

- 97.4% of all staff completed Code of Conduct training.
- 57% of all operations have achieved ISO 14001 (environment) and OHSAS 18001 (Occupational Health & Safety Management System) accreditation.
- All datacenters are ISO 27001 (information security) certified.
- Extended ISO 9001 (quality) certification to include data cleansing, accuracy processes and data center processes.
- 99% of employees completed security awareness training.
- Improved our EcoVadis Gold rating by 15%; currently ranked in the top 1% of all suppliers assessed.
- Completed ISO 26000 (guidance on social responsibility) compliance requirements in all areas of our business.
- Assessed 40% of suppliers against Supplier Code of Conduct requirements.

**“ 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





## Risk management

- 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.



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





## Workplace practices

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.

### Overview:

Our long-term success depends on our ability to attract, recruit, develop and retain employees capable of ensuring our growth on a continuing basis. We provide a workplace capable of allowing everyone to achieve their highest potential, where we reward individuals who are willing to give their best. We respect the human rights of our employees and will not tolerate discrimination or harassment and will ensure fair and equal treatment. We are fully committed to promoting equal opportunities in employment.

### Long-term commitment:

We aim to further develop our governance, compliance and ethics programs to cover global operations; demonstrate transparency and leadership to all stakeholders. We also continue to improve sustainability performance throughout all areas of our business.

Also, we continue to protect 100% of corporate and customer data and information from loss, manipulation, unauthorized access and falsification.

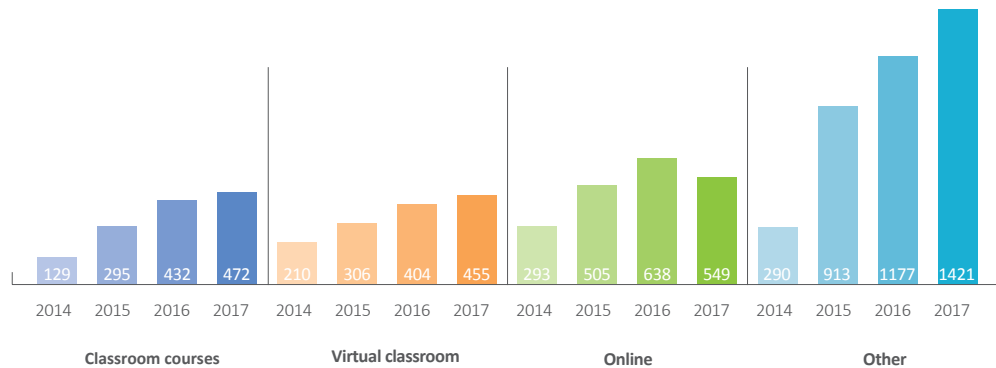
### Highlights:

- Increased number of training hours per employee by 8% compared to 2016.
- Achieved a performance appraisal completion rate of 98%.
- 64% of global employees are covered by OHSAS certification.
- The number of employees working-at-home increased by 2%.
- Sourced a new vendor to measure and improve employee engagement and to provide real-time feedback; piloted the tool in test markets.
- Provided an incentive trip to more than 100 employees and their spouses based on peer nominations.
- Reviewed and updated the Global HR policy; included enhanced language on discrimination, harassment, social dialog and health and safety.
- Created and communicated a new global harassment policy.
- 495 respondents from agencies, corporates, associations and suppliers involved in hospitality, events and tourism participated in a survey about gender equality and diversity.



We know that different people learn in different ways, so we're striving for customized, individualized approaches that balance practical experience, virtual classrooms, self-guided learning and learning as a group.

### 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

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

“ 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



# Environment

We're dedicated to promoting environmentally sound travel practices that help minimize waste and reduce harmful emissions to the air, water and land.

### Overview:

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.

### Long-term commitment:

We recognize 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.

### Highlights:

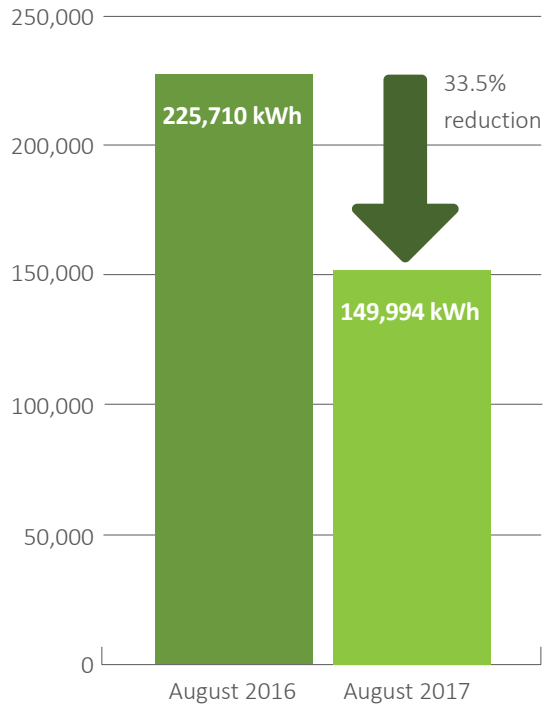
- Reduced carbon emissions by 6.8% compared to 2016.
- Achieved ISO 14001 data center certification in December 2017.
- Reduced data center energy usage by 33%.
- Updated the global environment, health and safety policy and communicated to all employees.
- 58% of our operations are now ISO 14001:2015 certified covering 64% of employees worldwide.
- Completion of the updated environmental training course.
- Supported the United Nations Environment Program's World Environment Day theme 'Connecting People to Nature' with global employee activities.
- Rolled out a process to track single use plastics such as plastic water bottles, plastic coffee and water cups and other consumables.

## Environmental performance results



**Carbon footprint = 995.47 t/CO2e**

Electricity year on year usage comparison:



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



*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





# 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.

## Overview:

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, regulatory and other requirements. We also request compliance with international labor standards with specific focus on the International Labor Organization (ILO) Conventions.

## Long-term commitment:

We work to ensure all partners and suppliers demonstrate responsible business practices (including data protection) and to align suppliers' social, ethical and environmental responsibilities with our own ethical goals and objectives. We aim to increase awareness of sustainability issues (environmental, ethical and social considerations) within our global procurement and sourcing processes.

## Highlights:

- Assessed compliance with our Supplier Code of Conduct of 40% of our suppliers and partners.
- The Global Procurement and Strategic Sourcing Policy was reviewed and updated.
- 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 became effective on 25 May 2018.

Suppliers are critical partners in achieving our goals, and we continued to expand supplier development and engagement during 2017. 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.

### EcoVadis process



Source: EcoVadis

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.

“ 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





## 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.

### Overview:

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.

### Long-term commitment:

We are committed to deliver optimal service, products and performance value to our clients; improve travel program environmental and social impacts. We provide enhanced quality data to our travelers and empower travelers to make smart choices through effective engagement strategies.

### Highlights:

- 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.
- Increased the number of TripSource® users by 53%. It's BCD Travel's digital service platform- a robust tool that gives clients and travelers greater control over the trip experience.
- Achieved ISO 9001 accreditation for corporate data cleansing, accuracy processes and data center services.
- We surveyed more than 86,000 travelers in 2017 to expand existing 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. ”



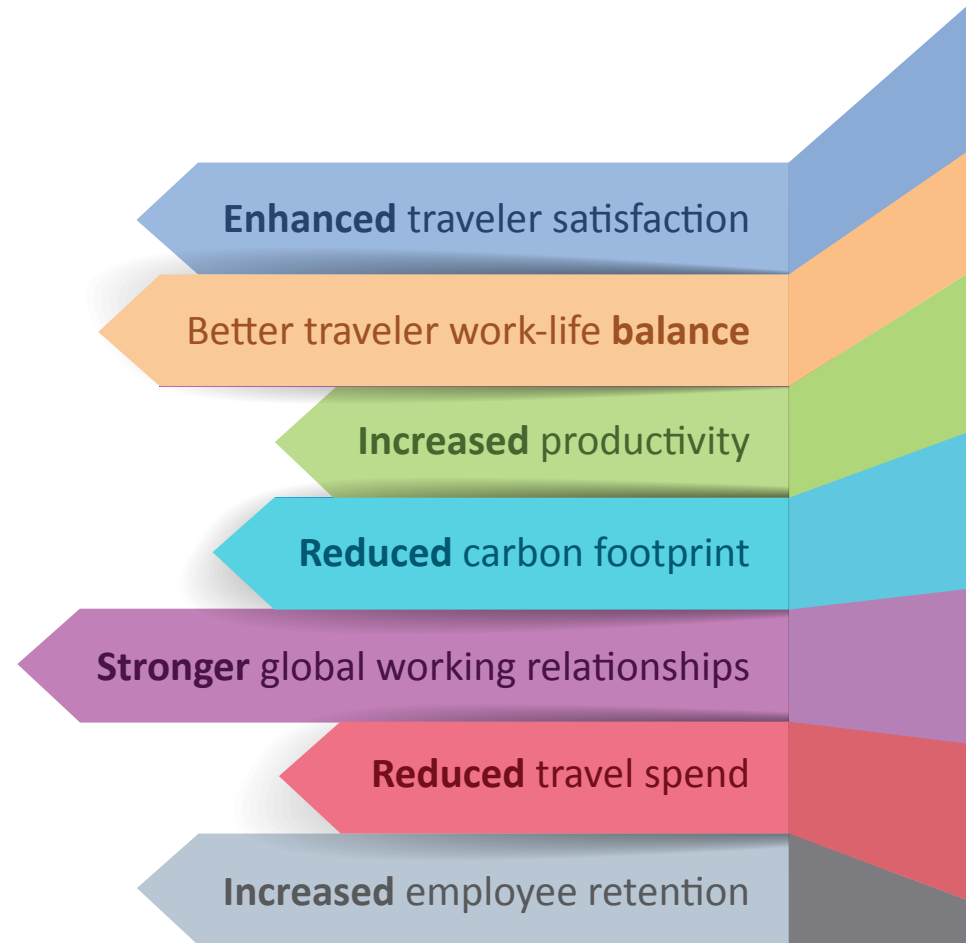
**Jeroen Hurkmans**  
Vice president, Advito

## 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.





# 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.

## Overview:

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.

## Long-term commitment:

We formed our very own non-profit organization in 2015 the John & Marine van Vlissingen BCD Family Foundation because we are committed to giving back. The mission of the foundation is simple: To improve the lives of children.

## Highlights:

- We successfully met our 2017 goal to grant US\$150,000 and help fund operating expenses for L'Ecole de Choix, The School of Choice, a private, nonprofit elementary school in Mirebalais, Haiti.
- We proudly supported our shareholder's foundation, focusing on 28 underprivileged children's causes around the globe.



“ 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



**Singapore,**  
Pertapis Children’s Home




**Memphis, USA**  
Hope House Day Care



**Buntingford, UK**  
The Muscle Help Foundation





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